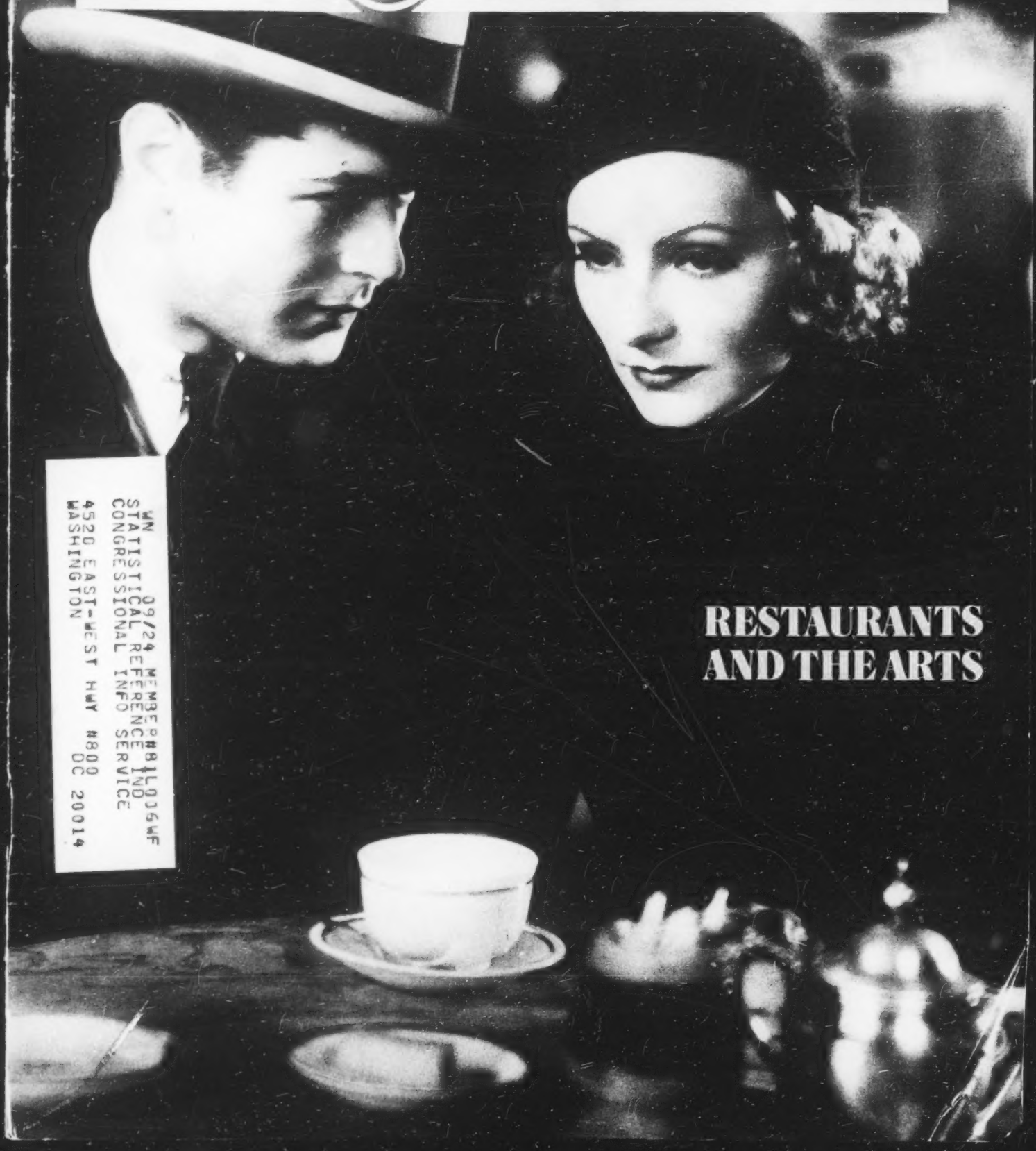
National Restaurant Association Vol. 5 No. October 1985

NRA NEWS

A8200 - IA



RESTAURANTS AND THE ARTS

WN STATISTICAL REFERENCE IND
CONGRESSIONAL INFO SERVICE
4520 EAST-WEST HWY #800
WASHINGTON DC 20014
09/24 MEMBER##81L0J6WF

NRA MEETINGS

NRA NEWS
Vol. 8 No. 9 October 1985

Seminars

Basic Foodservice Courses

Basic Supervision in Foodservice

11/12	Savannah, GA
12/3	San Jose, CA

Dining Room Management

10/8	Bloomington, MN
10/22	Madison, WI
11/4	St. Louis, MO
11/13	Portland, ME
11/18	Billings, MT
11/20	Seattle, WA
12/3	Tampa, FL
12/5	Philadelphia, PA
12/10	Albuquerque, NM

Kitchen Management

10/1	Wilmington, DE
10/22	Colorado Springs, CO
10/24	Eugene, OR
12/10	Davenport, IA
12/12	Cheyenne, WY

People-Power and Profits

10/10	Falmouth, MA
11/21	Knoxville, TN

Tools for Training

10/24	Kansas City, MO
11/7	Toronto, Ontario, Canada
11/19	Honolulu, HI*
12/9	Columbus, OH

Food Production Courses

Creative Buffets

10/10	Arlington, VA
10/17	Indianapolis, IN
11/18	Chicago, IL

The Pantry: Prep for Profit

12/3	Atlanta, GA

Perfecting Your Culinary Skills

10/22	Boise, ID
10/24	Spokane, WA
11/7	Omaha, NE

Simplified Baking Workshop

11/12	Boston, MA
11/14	Philadelphia, PA

Soups and Sauces

10/15	Baltimore, MD
10/16	Williamsburg, VA
10/28	Burlington, VT
10/29	Pittsburgh, PA
11/14	Portland, OR

Foodservice Management Courses

Banquet Management

10/3	Chicago, IL
11/12	Raleigh, NC

Computers in Foodservice: A Primer

10/22	Oklahoma City, OK
12/2	Rochester, NY

Computers in Foodservice: Advanced Technology

10/23	Oklahoma City, OK

Employee Motivation

10/8	Salt Lake City, UT
10/27	Wichita, KS
11/13	Grand Rapids, MI
12/4	Rutland, VT

Food Cost Management

10/21	Ottawa, Ontario, Canada
12/2	Dallas, TX
12/9	Las Vegas, NV

Menu Development

10/14	Louisville, KY
10/15	Nashville, TN
11/19	Concord, NH

Off-Premise Catering

10/22–23	Minneapolis, MN
10/28–29	San Diego, CA
11/20–21	Richmond, VA
12/2–3	Lexington, KY

Operational Analysis

10/7–8	Detroit, MI
10/28–29	San Antonio, TX

Planning & Implementing Restaurant Marketing Strategy

10/8–9	Westchester, NY
11/20–21	Los Angeles, CA
12/4–5	Salt Lake City, UT

Real Estate & Restaurant Site Selection

10/2–3	Washington, DC
10/21–22	Boston, MA

Restaurant Design & Facilities Planning

10/30–31	Cincinnati, OH
12/11–12	Seattle, WA

National Conferences

National Conference on Catering

11/10–13	Las Vegas, NV

INFO 86: Independent Operators National Conference

2/16–19/86	Orlando, FL

National Conference on Computers

3/16–19/86	Washington, DC

For more information, contact:
NRA Education Programs
311 First Street, N.W.
Washington, DC 20001
(800) 424-5156 or
(202) 638-6100

**This is a special, shorter session of Tools for Training, offered at a reduced price in conjunction with the Pacific Area Food and Beverage Exposition.*

Study Group Meetings

Management Information Systems (MIS)

10/13–16	Boston, MA

Quality Assurance

10/16–18	Boston, MA

Marketing Executives

10/27–30	San Francisco, CA

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

Officers
Chairman of the Board and President
Ted Balestreri
Vice President
G. "Jim" Hasslocher
Treasurer
Michael Grisanti
Executive Vice President
William P. Fisher
Corporate Secretary
Ruth K. Tracy

Chairman
Communications Committee
Jim L. Peterson
Communications Committee
Victor Cassano
Steve Elmont
John R. Farquharson
Lee Hasemour
Florence Jaramillo
Erik Jensen
Harry Klingeman
Harry Knowles
Paul Lazar
Arthur McGreevy
Roger Marshall
Raymond Matson
John Rian
Robert Spencer
Ralph Wood
Robert Wood

Senior Director
Jeffrey R. Prince
Executive Editor
Steven J. Dahlloff
Editor
Sylvia Rivchun
Communications Specialists
Cecelia L. Niepold
Anne F. Papa
Government Relations Coordinator
Jay Morris
Foodservice Trends Coordinator
Sallie W. Adams
Staff Contributors
Susan Adelman
Tom C. Corcoran
Dorothy Dee
Kathy Grosss
Bette B. Hoyt
Cathy Kennes
Susan E. Mills
Robert A. Palmer
Michelle Rabasda
Claire Regan
Shannon Tuel
Editorial Typists
Valerie Pines
Riley Stern

Editorial offices and NRA headquarters
311 First Street, N.W.
Washington, DC 20001
(202) 638-6100

Chicago offices
One Park Place, Suite 2000
Chicago, IL 60601
(312) 853-2525

NRA NEWS (ISSN 0465-7004) is published monthly, except combined June/July issue, by the National Restaurant Association, 311 First St., N.W., Washington, DC 20001. Membership dues include a one-year subscription to *NRA NEWS*. The non-member subscription fee is $125 per year. Second-class postage paid at Chicago, IL 60607 and additional mailing offices. Copyright ©NRA 1985. Postmaster, send address change to *NRA NEWS*, 311 First St., N.W., Washington, DC 20001.

All rights reserved.
Reprint with permission only.

PRESIDENT'S REPORT

Ted Balestreri
Co-Owner
The Sardine Factory, Inc.
Monterey, California

NRA members meet Congress

Your association made its presence felt on Capitol Hill during the NRA Public Affairs Conference, September 30 through October 2. NRA members spoke with some of our country's most influential public figures.

Secretary of Agriculture John Block addressed the conference as did Senate Majority Leader Robert Dole and House Majority Leader James Wright, House Republican Whip Trent Lott and Rep. William Gray, chairman of the House Budget Committee. Each offered insight into current activity on the Hill and discussed issues of direct concern to our industry.

Conference participants then travelled up Pennsylvania Avenue for meetings with their congressional representatives. In small groups, association members explained the adverse effect of such proposals as limiting the deduction on business marketing meals, eliminating the Targeted Jobs Tax Credit (TJTC) or requiring ingredient labeling on packaged restaurant food.

NRA hosts congressional reception

On the final evening of the conference, NRA hosted the third annual Capitol Hill Reception entitled, Chef d'Oeuvre, which has quickly become one of the most anticipated receptions on Captiol Hill. Fourteen of Washington's finest restaurants presented their specialties during the informal reception. More than 200 members of Congress attended the reception, giving NRA members and conference participants an opportunity to discuss industry issues informally with their representatives.

Even the invitation presentation has become an event on Capitol Hill. Three weeks following the mailing of a formal invitation to Chef d'Oeuvre, members of NRA's Washington staff, dressed in chef's whites, delivered a follow-up invitation to each Senate and House member. The second invitation was attached to a box of cookies specially prepared by L'Amitie in Longmeadow, MA. In previous years, the reminder invitation has been attached to chef's hats and aprons. This year's edible invitation was a great hit with Capitol Hill staff.

Board reviews tax proposals

At its recent meeting, also in Washington, DC, the NRA Board reviewed the association's campaign to ensure the extension of TJTC and the full deductibility of the business marketing meal. I have personally visited five major media markets in the last two months in order to present our case to TV, radio and newspaper reporters and, through them, to the public.

At this writing, the House Ways and Means Committee is drafting the tax simplification bill which touches upon these issues. There appears to be little enthusiasm, however, for this bill in the Senate, and passage this year remains unlikely. NRA will continue to monitor the situation.

Board urges alcohol awareness training

The NRA Board also reviewed the association's alcohol awareness program. In view of the reduced availability of liquor liability insurance, the Board urges all members who sell alcoholic beverages to see that servers receive alcohol awareness training. NRA's training

program is available through state restaurant associations.

The Board also voted to produce additional alcohol awareness training materials and make them available at the earliest possible date.

NRA produces new studies

NRA's Labor Issues Study Group is currently reviewing a study it commissioned on the future of foodservice labor supply. Issues of concern include the changing demographics of the workforce, competition in the labor market for qualified employees and strategies to attract qualified or trainable workers into the foodservice profession.

NRA has also completed a series of consumer focus groups designed to explore consumer attitudes toward eating out. The focus groups concentrated on three age groups: 18 to 24 year olds, 25 to 35 year olds and 55 to 65 year olds. The patterns that emerged during these focus groups will be incorporated into the 1986 Annual NRA Economic Forecast, which will appear in the December issue of ***NRA News***.

File form 11

A reminder: The increase in Federal Excise Tax for distilled spirits went into effect October 1. All foodservice operators selling alcoholic beverages should already have filed IRS Form 11. If you have any questions regarding the new requirements, contact NRA's Legal Department.

Sanitation materials available

There is currently increased public concern over health and sanitation conditions in foodservice operations. When our foodservice employees follow recommended sanitation procedures, there is no healthier environment anywhere than a restaurant kitchen and dining room. NRA publishes several manuals, brochures and charts to help you develop guidelines and assure a safe, healthy environment. Contact NRA for more information about safety and sanitation publications.

Catering conference draws members

NRA's second annual National Conference on Catering will be held in Las Vegas, NV, November 10 to 13. Catering offers foodservice operators from every segment of the industry increased opportunity for profit and exposure. Professionals who have made it to the top will share their experiences and their recipes for success during this two and one-half day program. Whether you are a caterer who needs to keep up with innovations in the industry or an operator interested in entering the catering marketplace, this program is a must.

Directory mailed

NRA's 1985–86 membership directory, *Who's Who in the Foodservice Industry*, has just been mailed to all NRA key members. This state-by-state listing of NRA's membership illustrates just how large and diverse your association is.

During September, 155 foodservice operators and allied suppliers joined us as members of NRA. Your participation in NRA will make your business grow and make your association more effective in its endeavor on your behalf. Welcome.

Sincerely,

Ted Balestreri
President and Chairman of the Board

CONTENTS

Cover Story: Restaurants and the Arts

When restaurants and the arts come together, the results are often magical. This issue spotlights that glittering alliance.

10 A look at how restaurateurs are promoting the arts.

15 Restaurants offer celebrity owners a different kind of spotlight.

18 Dining out and the movies have long been partners. Test your movie I.Q. and see how many movies and stars you can identify in these famous food scenes.

Related departments: Food for Thought, How's Business?

Specials

Keeping Your Employees **22** Tips for making employees stay.

Vegetables Nouveau **26** A "dictionary" of exotic vegetables jazzing up today's menus. Don't miss the sidebar on fruit.

Restaurant Accessibility **32** How to make your restaurant more accessible for mobility-impaired customers.

Departments

Short Orders **6** Special logo for NRA's new video training program.

Washington Report **7** NRA examines liquor liability coverage, sponsors TJTC conference.

Board Room **9** NRA President Ted Balestreri crosses continent opposing business meal cap.

Fisher's Law **35** Why managers fail.

Foodservice Trends **36** Yuppies are taking the restaurant industry by storm. Breakfast wakes up sales. Wholesale food price update.

How's Business? **45** Across the country, restaurateurs are adding drama to their establishments.

Food for Thought **47** It doesn't only happen in the movies.

Coming up next month: The problem customer

Cover photograph courtesy of The Museum of Modern Art/Film Stills Archive.

SHORT ORDERS

Idea kit from the Peanut Advisory Board

Shelled or unshelled, whole or halved, peanuts have added distinction to many cuisines. Their adaptability and nutritional benefits have made peanuts a wonderful complement to main course dishes of meat, poultry and seafood.

To highlight the taste and profitability of peanuts, the Peanut Advisory Board has compiled a full-color kit called "Profit Pleasin' Ideas with Peanuts." The kit contains helpful ideas and innovative recipes for main courses, desserts and nibblers as well as a sample table tent displaying peanut treats. Also included is an

order form for free promotional materials. For your free kit, write Peanut Advisory Board, Box 7528, Tifton, GA 31793.

Logo for NRA's video training program

A logo has been found for NRA's video training program to be released in December 1985. The logo combines a fork and knife with some film celluloid.

The focus of the premier series will be on wait staff training. Each of the four cassettes in this program will be approximately 20 minutes long.

For more information contact NRA's education programs department in Washington at (202) 638-6100.

New book for health care institutional foodservice

The Dietary Managers Association (DMA) has published an operations manual designed to meet the needs of both the experienced professional and the student preparing for a career in the field. Called *Managing Food Service Operations: A Systems Approach for Health Care and Institutions*, the 425-page book is broken down into six major areas: institutional foodservice organization, patient/client relations, food facility personnel, food/kitchen management, financial planning and management and evaluation of dietary services.

Published in conjunction with DMA's 25th anniversary, the book was written by Jack D. Ninemeier of Michigan State University.

For further information, contact DMA, 4410 W. Roosevelt Rd., Hillside, IL 60162, or call DMA at (312) 449-2770.

American Express gives incentive to dine out

This summer American Express Card members were given an incentive to dine out in the greater New York metropolitan area.

Upon submission of three restaurant transactions in excess of $35 each, the participating cardmember received a complimentary package from South Street Seaport, consisting of two free tickets on the Andrew Fletcher, an authentic 1800's river paddleboat ($20 value); two free tickets to the Trans-Lux Seaport Theatre ($8 value), and a two-for-one entree offer from Roebling's, a popular Seaport restaurant ($15 maximum value).

Schneider named ACF National Chef of the Year

Public fame has been a way of life for Richard Schneider. He was the first American-born chef to be named to the United States Culinary Olympics Team, a member of the first graduating class of the Certified Master Chef program of the American Culinary Federation (ACF) Educational Institute and team captain for the gold medal winning 1984 U.S. Culinary Olympic Team.

His most recent honor was being named the American Culinary Federation's National Chef of the Year. Schneider accepted his award during the ACF's National Convention held each July in Nashville, TN.

The ACF National Chef of the Year is chosen by 13,500 members of the ACF.

WASHINGTON REPORT

New plans for Political Education Committee

NRA's newly-structured Political Education Committee (PEC) will be both raising and spending its funds in new ways during the coming year.

Under the auspices of Chairman Richard E. Marriott, PEC will be asking NRA's corporate and allied members for tax-deductible corporate donations to the PEC-administered Political Education Fund. These donations will supplement a financial base already established by the proceeds from the successful "Salute to the States—Tony Bennett Dinner," held during the 1985 NRA Show. A similar dinner is being planned for next May.

Richard E. Marriott

The committee's goal is to enhance restaurateurs' understanding of politics and politicians' understanding of the restaurant industry. The first disbursements from the Political Education Fund went to finance the NRA-sponsored Public Affairs Conference. The fund will also be used to pay honoraria to senators and congressmen speaking at various industry gatherings throughout the country, to underwrite the production of educational materials that underscore the effect government has on the foodservice industry and to instruct members in grassroots political action.

For further information or to share ideas, call the NRA Political Affairs Department at (800) 424-5156.

NRA sponsors conference on TJTC

NRA recently sponsored a national conference to discuss prospects for renewal of the targeted jobs tax credit (TJTC), which is scheduled to expire this December. Held on Capitol Hill, the meeting brought together the chief congressional architects for TJTC extension and representatives from employer groups and state labor departments to discuss efforts to get TJTC extended. Foodservice companies are one of the largest users of TJTC, and NRA strongly supports its continuation.

Rep. Charles Rangel (D-NY), the sponsor of the House bill, H.R. 983, which would broaden the credit and extend it for five years, told the group he is optimistic about chances for TJTC extension because there is no opposition in Congress.

Rangel recommended that TJTC beneficiaries write to their members of Congress in support of the credit. He noted that this kind of grassroots effort to educate the Congress will be especially helpful while Congress is debating tax reform legislation.

Rep. Charles Rangel (D-NY)

Sen. John Heinz (R-PA), sponsor of the Senate bill, S.1250, to extend TJTC, disagreed, saying TJTC would be tough to extend this year because of the debate over tax reform.

Heinz also said he is working to get the Department of Labor (DOL) to support extension and hopes to have DOL testify at TJTC hearings before a finance subcommittee.

NRA encourages members to write their representatives and senators to urge the passage of H.R. 983 and S. 1250.

DOL reviews exempt managers test

According to a report on proposed regulatory action released by the Office of Management and Budget (OMB) in August, the Department of Labor (DOL) is reviewing the rules it uses to determine whether a management employee is exempt from minimum wage laws.

NRA has sought changes in the DOL rules for years, and NRA attorneys are anxious to see what revisions DOL now has in mind.

Under current law, employees paid at least $155 a week are exempt from overtime requirements contained in the Fair Labor Standards Act (FLSA) if they meet certain tests pertaining to their duties. These tests include: 1) their primary duty must be management, 2) they regularly direct the work of at least two other employees, 3) they have the authority to hire or fire, 4) they exercise discretionary powers and 5) non-managerial duties take up no more than 40 percent of their time.

A higher, "upset" salary level of $250 a week or more exempts employees from FLSA if their primary duty is management and they direct the work of at least two other employees.

A rule increasing these salary levels was to become effective in 1981, but President Reagan stayed the new rule shortly after he was sworn in.

NRA opposed the increases at the time, arguing in comments to DOL that there was no proven need for any salary test figure given the use of the other tests for exempt managers.

Of particular concern to NRA has been DOL's policy regarding non-managerial duties. Managers in restaurants are called on to do many kinds of non-managerial jobs, such as operating the cash register, cooking, setting up tables—to keep the operation running smoothly and efficiently.

DOL policy accommodates retail managers who perform non-managerial duties to a certain extent; but generally only one management employee per unit qualifies as exempt, no matter how many supervisory personnel an operation may have.

Restaurant central kitchen rules

Long-awaited regulations exempting restaurant central kitchens from meat and poultry inspection requirements were recently published in the *Federal Register*. The regulations are the result of an NRA-initiated bill that was signed into law at the end of last year.

To be exempt, restaurant kitchens must ship ready-to-eat food to local establishments owned by the same firm. The food transported must not require any further preparation, such as thawing or cooking, when it leaves the central kitchen to be considered "ready-to-eat." The food also must be maintained without preservation during transportation.

The exemption would apply to approximately 40 existing central kitchens. NRA hopes that this exemption will encourage more operations to take advantage of the efficiency offered by centralizing the preparation of certain products.

Restaurant central kitchens that provide ready-to-eat meat or poultry products for service in meals or as entrees through vending machines or at a catered function would also qualify for the exemption as would any central kitchen that provides ready-to-eat food to units across state lines.

A central kitchen, however, could be forced to resubmit to inspection by USDA if it were found to exhibit problems meeting sanitation requirements.

The deadline for comments about this proposed rule is October 21, 1985. NRA will be submitting comments to USDA in support of the change. A final rule is expected to be issued by the end of this year.

Equal Access to Justice Act now law

President Reagan recently signed into law a bill that allows small businesses to recover attorneys' fees whenever the government fails to prove that it was "substantially justified" in filing a lawsuit against a small firm.

Known as the Equal Access to Justice Act (EAJA), this act extends provisions of a 1981 law that expired last year. The legislation was introduced by Rep. Robert Kastenmeier (D-WI) in April and was approved by Congress this summer.

Only businesses with a net worth of seven million dollars or less would be eligible for EAJA claims. Individuals would have to have a net worth of two million dollars or less to be eligible. The new law is retroactive to October 1, 1984, the date the 1981 law expired.

NRA examines liquor liability coverage

NRA brought together its Alcohol Awareness Task Force recently to discuss the difficulty operators have in obtaining liquor liability insurance and to develop a plan of action on third-party liquor liability.

Due to record-high court awards, many operators are finding their insurance is being dropped as carriers withdraw from the liquor liability insurance market. In some states, only one insurance company will offer liquor liability. Often that insurance is available only for restaurants who fit within very narrowly defined guidelines.

Operators who are able to find a company that is willing to write liquor liability insurance end up paying large premiums. One restaurateur in Michigan reports that his premium rose from $6,700 to $30,520 this year. Another operator from Louisville noted that when his $50 liquor insurance rider was dropped, the only coverage he could find cost him $10,090.

Insurance companies blame the rising cost and lack of coverage availability on the trend in the courts to award enormous sums in third party liability suits against restaurants. They claim courts lay blame based on the "deep pockets" theory—blame is on the party most able to pay. Increasingly, it is the restaurateur who is left holding the bag.

Currently 37 states have either dram shop laws or common law precedent for third-party liability suits. Eighteen states have dram shop laws that hold servers liable for damages caused by intoxicated customers. In 14 states such liability is established by common law.

Rep. James Florio (D-NJ), who chairs a House energy and commerce subcommittee with oversight on insurance matters, addressed the task force. Florio said he wants the federal government to set national insurance standards because the states, he believes, do not have the resources to effectively regulate insurance carriers.

Florio commended NRA for taking a leadership role in combating drunk driving with its alcohol awareness server education program. He called this a positive step which he hopes will encourage insurance companies to make liquor liability insurance more available.

—Jay Morris
Michelle Rabayda

THE BOARD ROOM

Balestreri crosses continent opposing meal caps

Championing the cause of the foodservice industry is nothing new to Ted Balestreri, NRA's chairman of the board and president. Balestreri (Sardine Factory, Monterey, CA) has just completed a whirlwind tour of major media markets across the United States, voicing the foodservice industry's opposition to President Reagan's proposal to cap deductions for business meal expenditures.

The tour took Balestreri and NRA Executive Vice President William P. Fisher to the offices of major metropolitan dailies and TV and radio stations in the cities of Los Angeles, San Francisco, Chicago, Atlanta and New York. The foodservice industry's point of view was presented to editors and reporters of *The L.A. Times*, the L.A. *Herald Examiner* and the L.A. *Daily News*, the *San Francisco Chronicle*, the *Chicago Sun Times*, the *Atlanta Constitution* and the New York *Daily News*.

In addition to countless radio interviews, Balestreri appeared on the following television stations: KABC, KCOP and KVCR-TV in Los Angeles; KRON and KBHK-TV in San Francisco; WMAQ and WBBM-TV in Chicago; GPTV-TV in Atlanta; and WCBS, WLIW-TV and Cable News Network in New York.

CIA Hall of Fame honors Jerry Berns

H. Jerome (Jerry) Berns, honorary director of the National Restaurant Association and former co-owner of the famed 21 Club in New York City, was recently named the first inductee to the Culinary Institute of America's (CIA) Hall of Fame.

Established to recognize outstanding leaders in the foodservice industry, the Hall of Fame chose Berns because of his professional and humanitarian contributions to foodservice and culinary education.

No stranger to industry awards, Berns is a recipient of IFMA's Gold Plate Award, the International Wine and Food Society's Andre Simon Medal and the Escoffier Award. He also was named to the College of Diplomats by the National Institute for the Food Service Industry in 1976. *—Dorothy Dee*

NRA President Balestreri talks to media about deduction caps.

NRA President Balestreri voices industry's opposition to business meal deduction caps.

RESTAURANTS and the ARTS

A Glittering Alliance

by Anne Papa

The actor, portraying Hamlet, moves to the center of the stage. He concludes the famous soliloquy with a resounding "Thus conscience does make cowards of us all. . . ."

The audience applauds. The actor bows. The lights go up to reveal—not a theater, but a restaurant. The back room of Manuel's Tavern, a 400-seat establishment in Atlanta, GA, regularly stages Shakespearean performances by the Atlanta Shakespeare Company to standing-room-only crowds.

"What we're doing here at Manuel's is bringing Shakespeare back to the environment in which he was originally appreciated," says Jeffery Watkins, artistic director of the Atlanta Shakespeare Company. "Back in Elizabethan days, Shakespeare's plays were always performed in courtyards, bars or taverns." Says Robert Maloof, co-owner of Manuel's Tavern, "The exposure has been great for business. Now people come to Manuel's for a taste of the finer things in life."

The arts—theater, music, dance, painting—have always represented a celebration of "the finer things in life." Coming together to dine out has also traditionally been viewed as a form of celebration. That is why the combination of the two, either with the restaurant as a promoter of the arts or as a setting for artistic expression, is so natural. As restorers of the human spirit, each complements the other.

How are restaurateurs promoting the arts in their establishments? Some foster artistic appreciation by developing or sponsoring art shows, sculpture displays or musical and theatrical presentations in their restaurants. Others act as catalysts for creative expression by sponsoring contests or promotions associated with artistic happenings in their community. Still others participate in established programs which foster the arts.

Of course, restaurateurs benefit from these promotions, with increases in customer traffic and the development of a community-minded reputation. But equally important in the eyes of many operators is the intrinsically rewarding increase in cultural awareness among their customers—or even the opportunity to launch a struggling artist's career.

Art on display on restaurant walls . . .

"Art creates conversation and interest," maintains Michael Grisanti, co-owner with partner Gabriele Vincenzo of Casa Grisanti, a 180-seat upscale restaurant in Louisville, KY, "not only within the art community but within the community of our guests as well." At Casa Grisanti, many conversations are sparked by the rotating show of paintings which are displayed in the restaurant. The walls are hung with a rough, hemp-like material to withstand new hangings every six to eight weeks. The artwork, ranging from primitive to early American to impressionist to modern, is selected and supplied by a nearby gallery. In exchange, Casa Grisanti hosts a gala reception at the opening of each new show, generating publicity for restaurant, gallery and budding new artists alike.

Shakespearean performance at Manuel's Tavern.

Furthering the careers of struggling artists is the theme behind a similar promotion in a Wendy's franchise unit on Manhattan's Upper West Side. The franchise, one of the 23 Wendy units owned by New York, NY-based Integrated Food Systems, is located in the heart of the city's "artsy" district. What better way to become an integral part of the surrounding community than by sponsoring an arts promotion? Thus developed "Wendy's Starvin' Artists" program. Every 30 days the works of different local artists are displayed in five plexiglass showcases in the restaurant. In exchange, the exhibiting artist receives 30 free meals from Wendy's. The exhibitors are selected by a free-lance artist commissioned by Integrated Food Systems to line up shows. So far, company-generated publicity (in the form of press releases) and a large in-store sign advertising the program have been enough to solicit artists.

Elise Levine, director of marketing for Integrated Food Systems, says the promotion has been so successful that it has been implemented in another Wendy's unit near Brooklyn College. On display there are rotating exhibits by students at the college's art department. These works are selected by the department chairman, an acquaintance of Levine's. "It's a good idea to cultivate contacts in the arts world for promotions such as this," she advises.

Sandra Lederman, manager of Afterwards Cafe in Washington, DC, doesn't have to look far to find art work to beautify the walls of her restaurant. Partly because the cafe shares operating space and ownership with a bookstore and partly because it is located in Washington's arts district, the restaurant attracts many aspiring artists as waiters, waitresses and bartenders. So Afterwards occasionally sponsors a staff art show, featuring the works of various staff members. The ceilings of the restaurant and bookstore are lined with molding to accommodate frequent hangings, while free-standing bookshelves are used for sculpture.

Lederman says the shows are promoted mostly in-house and through word-of-mouth among the art community. "One artist created a poster to advertise her show here," she reports, "and that was one of the first items she sold."

At the Blue Mesa Restaurant (150 seats, Chicago, IL) owner Phil Marienthal hosted a day-long festival in his restaurant to promote the artwork on display there. Called Santa Fe Art Market '85, the festival was held on the first Sunday in June and featured the works of six painters and craftsmen, all of whom specialize in American Southwestern art. The festival was co-sponsored by a nearby art gallery which, like the Blue Mesa, has made a name for itself in Chicago as a promoter of Southwestern culture. The gallery and the restaurant pooled their resources, combined their mailing lists and disseminated press releases and invitations—miniature reprints of paintings to be displayed—to more than 1,000 people.

On the day of the event, a festival atmosphere was created inside the restaurant and on the patio. A live jazz band performed while various food booths dispensed Southwestern

In a recent promotion by Raleigh's department store in Washington, DC, the windows were designed to look like the interiors of six area restaurants.

Musician entertains customers at Burger King.

Catering company that caters to artists

Juliet Neidish, a young dancer living in New York City, needed a second job that would provide good money, be fairly steady and still leave time for rehearsals.

Great Performances, Artists as Waitresses, Inc., a New York, NY-based catering company, looks for employees who have flexible schedules and a flair for fine service. The company was perfect for Neidish, and she was perfect for the company. She worked her first party as a "Great Performer" three years ago and has been with them ever since. "Great Performances understands the lifestyle of a performing artist," she attests. "In fact, lifestyles are a major consideration when getting a job with them in the first place."

More than 200 artists in New York City have worked for the catering company since its founding in 1979 by co-owners Janet Lee and Liz Neumark. In fact, Lee and Neumark first got into business themselves as struggling artists who needed steady work. "I was a flamenco dancer, and Liz was a photographer," recalls Lee. "But we couldn't hold regular jobs because our schedules were too erratic." So the partners began their own catering business, designed specifically to accommodate artists' schedules.

"The wonderful thing about working for Great Performances is that you always have a job waiting for you," says David McCann, an actor who's been with the company for two years. "You can go on tour for six months, then come back. They put you right to work."

And although the "Great Performers" who serve as waiters, waitresses and bartenders at some of New York's most exclusive parties are there as professional foodservice workers, artistic contacts can sometimes be made. "Some of our regular clients have attended my performances," reports Neidish. Says McCann, "I've gotten a number of auditions from people who have watched me tend bar, then came up to me and said, 'I like your style. I know of a part you might be perfect for. . . .'"

delicacies—specialities of the Blue Mesa. Well over 400 people attended the event.

Marienthal describes Santa Fe Art Market '85 as "an ideal way to introduce people from Chicago to Southwestern cuisine, by serving it with Southwestern culture." He reports that, although no profit was made on the event, its promotional value was felt in increased traffic for a couple of months afterwards. He is already referring to Sante Fe Art Market '85 as the first in an annual series.

Live performances on site . . .

Of course, the arts embrace more than paintings and sculpture. Many restaurateurs create artistic environments by sponsoring live performances in their establishments. The Shakespearean plays at Manuel's Tavern are a good example. So are weekly poetry readings held at Larry Blake's, a 225-seat restaurant and bar in Berkeley, CA. At Larry Blake's, Monday and Tuesday evenings were so slow that Joe Zahner would usually close early. The owner of a nearby bookstore (who also happened to be a regular customer) noticed the early closings and asked Zahner if they

could hold poetry readings in the upstairs bar on those nights. He made a temporary agreement to provide the space, hoping to balance the overhead costs of staying open with food and beverage sales.

It was a gamble that hit a promotional jackpot. The readings are now held in the main dining room downstairs, which accommodates more people. Not only are the evenings profitable, but Zahner says public perception of his establishment has changed as well. "Our clientele has a much higher opinion of us now," he avows. "We're no longer 'just a hamburger joint.' We have something new and different to offer."

At three Burger King franchises in central Virginia, co-owner Gene Chismer wards off winter doldrums by hiring live musicians to perform in the restaurants during slow periods. He and his partner rely on a booking agent to line up acts, but they also keep a continuous look-out for potential performers. For instance, Chismer recalls that they booked a female soloist in their Williamsburg unit after hearing her conduct a folk music church service at the nearby College of William & Mary. "She had a following among the students, many of whom came to Burger King to hear her perform," he says.

"We got tremendous press coverage," he reports. "People are pleasantly surprised to find a guitarist or duet playing at a Burger King. The way I see it," he adds, "good music can be appreciated anytime, anywhere."

Some establishments have done more than simply augment their offerings with the arts. At La Festin du Gouverneur, a 225-seat banquet hall in Montreal, Quebec, Canada, guests are literally surrounded by theater the moment they walk through the doors. "Our atmosphere has been created to transport guests back in time," describes Madeleine Dufresne, general manager, "much in the tradition of Ireland's Bunratty Castle, where the concept originated." Waiters and waitresses double as troubadours clad in the colorful garb and style of New France (Canada) in 1681. Each evening, two customers are chosen to enact the roles of "governor and his lady." These two are clad in velvet robes and sit at the head table. Between courses of French-Canadian cuisine, they and their "noble guests" are entertained by singers and musicians. The evening ends with the entire dining room joining in a ceremonial toast to the "governor and his lady."

Historical theatre is such an important part of the restaurant that waiters and waitresses are hired as entertainers first, servers second; in fact, some are local television and radio personalities who view the opportunity as a challenge. Nightly repertoires vary according to the performing styles of the artists on duty.

Restaurants as "patrons" of the arts . . .

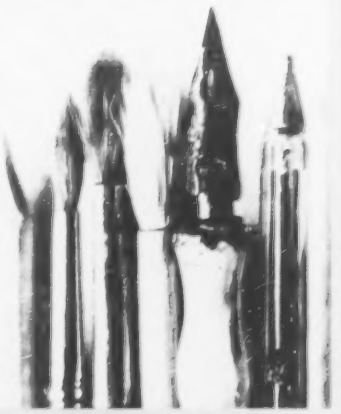
For the restaurateur whose space and/or atmosphere is not conducive to supporting the arts on-site, there is another effective way to promote artistic appreciation among customers. Discounts and specials that focus on artistic events in the surrounding community can be equally effective in identifying a restaurant as a "patron of the arts."

Some establishments have their artistic connections ready-made for them. At the Museum Cafe, for instance, a 190-seat cafe in Baltimore, MD, that overlooks the city's famed Museum of Art, both proximity and name automatically associate the restaurant with the museum. In fact, the Cafe's outdoor terrace is known citywide for its spectacular view of the museum's sculpture garden, which includes works of such renowned artists as Henry Moore, Rodin and Naguchi. To further the connection

Contemporary art in a corporate structure

Jasper Johns. Robert Rauschenberg. John Chamberlain. Andy Warhol. These are only a few of the contemporary artists whose works adorn the offices of Ponderosa, Inc.'s corporate headquarters in Dayton, OH. Ponderosa, which owns or franchises 45 Ponderosa Steak Houses and 19 Casa Lupita Restaurants nationally and internationally, began the corporate art collection 11 years ago with 50 pieces of art. Today the collection includes almost 100 paintings, lithographs, sculptures and three-dimensional art pieces from the 1960s, 1970s and 1980s. It is displayed in the offices and lobbies of the company's main headquarters, and two additional collections—photography and "homespun" country art—are exhibited in two adjacent buildings.

"The Ponderosa Collection" was established by Gerald S. Office, Jr., chairman of the board and president of Ponderosa, because of his personal appreciation of contemporary art and his desire to contribute to the Dayton community. "The Dayton Chamber of Commerce regularly schedules tours through our offices," explains Nancy Berry, communications specialist for Ponderosa. "We have many community groups and art students from nearby universities coming through, also." Additionally, she says, pieces are periodically loaned to area museums for contemporary art shows.



"Tools" by Ben Schonzeit (1974) is one of the Ponderosa Collection's more popular pieces. It is an excellent example of the "new realism" of the 1970s, which used photography as a source of images. Tools, a 60" x 48" acrylic on canvas, was created with a very fine point air brush.

Ponderosa has commissioned an art consultant, Carl Solway, to regularly scout contemporary or avant-garde exhibitions and galleries for potential additions to the collection. On Solway's recommendation, Gerry Office then personally previews a piece of art before it is acquired by Ponderosa. "He considers not only his own tastes but also the tastes of his employees," attests Berry. "After all, one of the greatest benefits of the collection is to those of us who work here. Creative art inspires a creative working environment."

between the privately-owned restaurant and the city-operated museum, the owners regularly run specials that tie in with the museum exhibits. A recent exhibit entitled "Silk Robes and China Ships" featured art from the Orient, so the Museum Cafe's chef created a special called "Scallops Orientale." Another exhibit featured the original drawings of King Babar, the cartoon elephant loved by generations of children. During the show, the Museum Cafe printed a special children's menu complete with drawings of the elephant in all his royal splendor.

New York City's posh Tavern on the Green restaurant takes advantage of its close proximity to Lincoln Center, a cultural mecca for opera, dance, music and theatre performances, by offering a special dinner/show package during the opera season. According to Odile Passin, marketing director for the 464-seat restaurant, last winter Lincoln Center contacted the restaurant to set up the promotion. "They hoped the dinner/show package would attract business on nights when the opera house was less than full," she explains. "If they were anticipating a slow night, they would contact us, and we would reserve a number of seats at the middle of the house for our customers."

Passin says the restaurant and the center advertised the package together, both through in-house promotions and through direct mail to regular customers. "We usually had no problem filling the seats, although we did find the promotion to be more popular with large groups," she says, adding that individuals, couples and small groups tend to prefer choosing their own seats. Nevertheless, Passin reports that the promotion was so successful during the winter opera season that it was extended through the summer ballet season as well.

Louise Glickman, co-owner of the Riverbend, a 139-seat restaurant in New Orleans, LA, says her restaurant promoted the opening of New Orleans' cultural season last September in much the same way as the Tavern on the Green—champagne cocktails to patrons who had ticket stubs from one of three nearby arts centers. "Down here in New Orleans, we call this type of promotion 'a little lagniappe'—a little something extra," she laughs. "It's our way of saying thanks for the wealth of culture that surrounds us."

Although none of the four American Cafe restaurants in Washington, DC, are located near one of the area's foremost outdoor arts arenas, Wolf Trap Farm Park in Vienna, VA, that didn't stop the restaurants from developing a promotion in conjunction with Wolf Trap. In fact, the distance actually inspired the promotion. "Everybody loves seeing performances at Wolf Trap, but no one likes fighting the traffic to get out there," remarks Maria Weiss, general manager at the American Cafe on Capitol Hill. So American Cafe chartered a double-decker bus to pick up customers at each of its four locations to transport them to Wolf Trap. When customers arrive at the arena, they have the option of receiving a boxed picnic dinner to be enjoyed on the park's sprawling lawn or of being served a gourmet meal in style—from silver candelabras to waiters in tuxedoes. After the performance, everyone is transported by bus back to the four American Cafe locations.

Weiss says the promotion has attracted publicity not only for the American Cafe chain but for Wolf Trap as well. And, just to be certain that customers don't miss out on any big performances, an oversized framed Wolf Trap schedule of events hangs in the lobby of each American Cafe.

Contests create interest in the arts . . .

Contests are another means by which operators can promote the arts. At the Wendy's units owned by Integrated Food Systems in New York, customers can enter Wendy's "Culture Club" sweepstakes by picking up applications at Wendy's, filling them out and dropping them in boxes set up in New York's Prospect Park, home of an ongoing arts festival. The winner of the sweepstakes receives "One Thousand Dollars of Culture," $1,000 to spend on cultural events of his or her choosing. Integrated Food Systems monitors expenditures by requiring the winner to turn in ticket stubs or receipts from any play, concert, movie, gallery show or similar cultural event for reimbursement.

Milford, CT-based Subway Corp., with 496 company-owned or franchised units across the country, has built a name for itself among customers and movie studios alike as *the* company that promotes new films through contests and giveaways. Subway got into the movie business a couple of years ago when 20th Century Fox Studios approached them about doing a tie-in promotion with a newly-released picture called "Porky's." According to Subway's Marketing Director Dick Pilchen, that first promotion was a big hit, with Subway sponsoring giant ham-sub eating contests ("Pig Outs") in units across the country.

Since that time Subway has sponsored numerous movie-related contests at the request of various studios. "The word got out that we are the company to contact for movie promos," speculates Pilchen. Other feature films which have been promoted at Subway include "Police Academy," "Into the Night" and "The Breakfast Club." For the next movie promotion, Pilchen says the company and the participating studio plan to run a contest among Subway franchise owners themselves. The franchisee who conducts the most creative contest in his or her restaurant will win a part as a bit player in an upcoming film.

All the world's a stage . . .

The relationship between restaurants and the arts is largely symbiotic. Contests, associated promotions, on-site performances, festivals and displays benefit restaurants, artists and artistic institutions. They expose customers to new art forms and they expose art enthusiasts to new cuisines and establishments.

Sometimes, it is even difficult to tell where one leaves off and the other begins. A recent promotion sponsored by Raleigh's Department Store in Washington, DC, illustrates how the restaurant itself can be regarded as an art form. To promote the store's line of "business suits for power lunches," Raleigh's invited six of the city's most prominent restaurateurs to have lunch—in the store's display windows. The windows were designed to look like the interiors of the participating restaurants.

Mel Krupin (Mel Krupin's, Washington, DC), one of the participating restaurateurs, recalls that an audience of curious onlookers and news cameramen gathered to watch them as they ate. "It was like eating in a fishbowl," he says. "But that's the nature of the restaurant business. We're constantly on display."

Mo Sussman (Jo and Mo's, Washington, DC), another participant agrees: "I felt like an actor on a stage." ❑

RESTAURANT OWNERSHIP
New Spotlight for Celebrities

by Cecelia Niepold

Burt Reynolds
Sonny Bono
Clint Eastwood
Barbara Mandrell
Joe Theismann
Carroll O'Connor
Conway Twitty
Dudley Moore
Melissa Manchester
Joe Montana
Bill Anderson
and
Paul Anka

This is no ordinary cast of stars. These celebrities star in their own productions–restaurants.

Clint Eastwood wanted a place where he could relax with friends. Dudley Moore wanted the opportunity to play the piano at whim. And Joe Montana was looking for a business investment that could help provide "life after football."

These are just a few of the many celebrities who have found that restaurant ownership can complement personal interests and goals. The cast of notables in the restaurant business is colorfully diverse. Their reasons for involvement, restaurant concepts and ownership roles differ dramatically. Each, however, has given his restaurant a definite star quality.

Reasons for involvement . . .

Clint Eastwood's goal was to create a home away from home for himself and friends. His Hog's Breath Inn fills this role perfectly. Tucked away on a side street in Carmel-by-the-Sea, CA, the 120-seat country pub is unpretentiously casual. Guests can dine indoors, surrounded by dark wood paneling and mounted boars' heads, or outdoors on the stone courtyard, where brightly lit brick fireplaces often warm cool California nights.

For Boston Red Sox ex-pitcher Jerry Casale, opening a restaurant was a perfect way to keep up with old friends. "I wanted to be with people," says Casale, Boston's rookie of the year in 1959. "Now they know where to find me. If I had any other kind of job, I would never see some of the great friends I had when I was playing ball." His small, 50-seat Italian restaurant in Manhattan has become a favorite haunt for both today's and yesterday's sports celebrities.

Because many celebrities conduct their business in restaurants, Tony Bill decided to open 72 Market Street, an 85-seat eclectic restaurant in Los Angeles, CA. Bill, well-known producer of "The Sting," owns the establishment with several other partners, including Dudley Moore and Liza Minnelli. "Tony spends a lot of time in restaurants, as many movie people do," explains managing partner Julie Stone. "Many have all their meetings in restaurants. It's an aspect of the restaurant business that is sometimes overlooked."

Personal interests. Often celebrities become involved with the restaurant business because it complements personal interests or hobbies. For Moore, an accomplished musician, partnership in 72 Market Street offered an opportunity to play the piano whenever he wanted in an enjoyable atmosphere.

Although Burt Reynolds is an investor in several restaurants, his 450-seat Burt Reynolds Jupiter Theatre (Jupiter Beach, FL) is an ex-

pression of a personal love—the theater. Reynolds wanted to share this feeling with the community and says, "I want a theater at prices they can afford." Reynolds is very active in the establishment and has appeared in several productions. The theater also reflects Reynolds' firm commitment to encourage young people in the field and includes an intensive one-year apprentice program.

Restaurant ownership was also a way for Sonny Bono to share something he has always enjoyed—cooking. "I like to cook and have always cooked for my friends," Bono explains. Bono's decision to open a restaurant was spontaneous, prompted by an unexpected "for rent" sign outside a building he had always admired. On a whim he stopped in, the realtor happened to be there, and Bono took the plunge.

"When I was a pitcher, I had to produce every time I went out there. In the donut business I find it to be somewhat the same. You have to perform every day, you can't let things slide."

—Mickey Lolich

Financial reasons. Some celebrities enter the restaurant field primarily as investors or behind-the-scenes partners. Often, however, their investment choices reflect personal interests as well. San Francisco 49er football stars Joe Montana and Dwight Clark are now partners in a D'Lites of America franchise company, Horizon Restaurant Development U.S.A., Inc. While the association is definitely an investment in the future, both players believe the health-oriented fast food concept is something they can enthusiastically support.

Country singer Bill Anderson's decision to become a Po Folks franchisee was a little more personal. In the 1960s, he rose to fame with a song entitled "Po Folks" and even named his band after the tune. Curious about the "new" Po Folks (especially since friends had begun to compliment him on "his" restaurant), he decided to check out the country-style chain. "It soon became obvious the two parties had good reason to work together," explains Don Klein, spokesperson for Po Folks. Today Anderson is the chain's advertising spokesman and partner in a franchising company, Po Group, which has also attracted Conway Twitty. Other celebrities taken with the chain's down-home image include Burt Reynolds, Barbara Mandrell and country Western music producer Buddy Killen. They are partners in the Banditree Company, which franchises Po Folks.

Prestige. Many celebrities like the spotlight attached to restaurant ownership. They are proud of their association and enjoy saying, "Come dine at my place."

Restaurants reflect personalities . . .

Celebrities often give their restaurants a special sparkle. Some play major roles in developing their establishment's personality, while others, due to time and career constraints, play only minor parts.

Daily operations. Mickey Lolich is one celebrity whose involvement definitely shows. Formerly a star pitcher for the Detroit Tigers, Lolich now controls a different set of batters—donuts. Initially an investor in a "basic" donut shop, Lolich has since designed his own 22-seat place in Lake Orion, MI, called Mickey Lolich's Donuts. He is very involved with daily operations and actually helps make the donuts. Baseball memorabilia, skylights and wood-beamed ceilings differentiate the shop from typical donut restaurants.

Although restaurants are not Sonny Bono's only career, his two Bono's strongly reflect his personality and background. The 120-seat establishments (Los Angeles, CA, and Houston, TX) serve authentic Italian entrees, many created by Bono or culled from family recipes. "I'm Italian. This is what I was brought up on. This is what I know. So that's what I cook," Bono explains. Bono is very active in his restaurants and works in them whenever possible, from greeting guests to helping the chefs in the kitchen. "I like to know how every post in the restaurant works," he says proudly.

Although Clint Eastwood generally stays out of the kitchen, he is a frequent guest at his Hog's Breath Inn and very much an on-site owner. His guidelines for the restaurant are closely followed (food must be well prepared, simple and tasty), and employees respect his association. "You forget he's a movie star," says manager Joyce Kutchins. "He's a wonderful boss, and that's how we think of him."

Restaurant atmosphere. Often celebrities' personalities are reflected in their restaurants' atmosphere. The decor at Joe Theismann's, a 200-seat sports-oriented restaurant in Bailey's Crossroads, VA, definitely emphasizes its owner's career and interests. Theismann, quarterback for the Washington Redskins, has filled the walls with photographs of athletes from every sports field, including football, of course. And, at Paul Anka's 800-seat Bay Shore in Las Vegas, NV, three walls of photographs of Anka and well-known friends add glitter to the complex.

Recipes and menu items. Other celebrities give menu items and recipes their personal stamp. At Bao Wow's, a new 36-seat dim sum (Chinese appetizers) restaurant in Beverly Hills, CA, Melissa Manchester created the recipe for the restaurant's specialty chicken dish and songwriter and co-owner Bernie Taupin and his wife developed many of the restaurant's dumpling combinations. Rusty Staub, pinch hitter for the New York Mets, developed the special barbecue sauce that

spices up the signature spareribs at Rusty's, his 95-seat eatery in Manhattan. A gourmet chef, Staub works closely with the chef and regularly instigates menu changes.

Menu items at Clint Eastwood's pub reflect, not his personal preferences, but his screen image. The entrees, whimsically named after his films, include the "Dirty Harry" burger and the appropriately named "Sudden Impact"—Polish sausage, hot peppers and cheese on a roll.

Careers often interrelate . . .

Celebrities bring a variety of talents and interests to their restaurants. Often their "other" careers, whether sports or entertainment, help them in their restaurant operations.

Competitiveness. For instance, Helen Sigel Wilson, former amateur golf champion, believes many athletes succeed in the restaurant business because they are competitive risk takers. "If you're good in one field, you can use the same drive in another field," Wilson says. "Running a good restaurant is a lot like playing golf—you compete, set goals." Never settling for second best has infused her approach to restaurant management. "You can't just hit the ball off the tee well. Your whole operation, like your whole golf game, has to be good," she maintains. Wilson's competitive spirit has served her well. L'Auberge, her 185-seat French restaurant in Stratford, PA, has been open almost 19 years.

Production orientation. Tony Bill, utilizing some of his conceptual abilities developed as a producer and director, has successfully combined a host of diverse textures in his 72 Market Street. Housed in an original 1920s arcade, the decor integrates artwork from Bill's personal collection and striking pieces of sculpture with offbeat accents, such as mirrors, marble, copper, exposed brick walls and granite. Bill's ability to work with people has also helped the restaurant's development. "He's directed a lot of people and is known for spotting good talent," says partner Julie Stone.

For Sonny Bono a restaurant operation, like show business, is very production-oriented. "It's a lot like show biz," he maintains. "It's really pulling in an audience and then getting them to like your product. If you're a hit, it can be a big validation."

Ideas. Sometimes the tables are turned, and restaurant ownership gives celebrities fresh ideas for their "other" careers. One case in point is Carroll O'Connor. He became a partner in The Ginger Man (a 102-seat restaurant in Beverly Hills, CA) about the same time he started his "Archie's Place" series. "His knowledge of how the restaurant worked gave his scripts a little more authenticity," explains managing partner Richard Liss. "We had a female chef in the restaurant, and he added one to the show."

Does the name help? . . .

Undoubtedly, an association with a major personality can help a restaurant. People will often flock to a celebrity-owned establishment, hoping to catch a glimpse of well-known faces.

Helen Sigel Wilson discovered the value of her name early in her restaurant career. "When I first opened the restaurant, I didn't want to use my name; I felt it would be like bragging. But friends said I was losing a lot of potential business, so I added my name. And it did help," she says.

Sometimes, however, celebrity ownership generates too bright a spotlight. "If people think you're just a celebrity putting your name on a product, they don't take you seriously. And if something isn't exactly right, they jump on you a little harder," says Sonny Bono. For Mickey Lolich, it's a matter of personal pride. "I don't want people to come in just because I'm an ex-baseball player. I want them to come in because they can get something good to eat."

Most everyone involved in celebrity-owned restaurants agrees that famous names don't automatically ensure success. Richard Liss emphasized this point during an initial meeting with co-owners Carroll O'Connor and Patrick O'Neal, saying "Your names will bring them in the door, but my operating will bring them back." Julie Stone strongly agrees. "Our success is not due to the names involved. It is due to the food, the service and the professional way the restaurant is run," she says.

"When I visited my first Po Folks restaurant I realized that Po Folks represented many of my own personal values."

—Bill Anderson

Bob Hyland, retired New York Giant and Green Bay Packer pro, found this out the hard way. His initial involvement with the 120-seat Single Wing Pub (White Plains, NY) was strictly financial. "When we first opened, it was less than top-notch. I was an absentee owner, and it didn't really work," he says. Today he is much more involved and works closely with management. His personal interest has paid off. He has opened a second sports-theme restaurant, the 170-seat Sports Page, in White Plains.

Is it satisfying? . . .

Although baseball will always be his first love, Jerry Casale has found the restaurant business to be very rewarding. "There's no better way to mix the past and the present," he explains. Fellow baseball player Mickey Lolich agrees: "You can take pride in what you're doing. There's a lot of satisfaction in pleasing people." As Quay Hays, co-owner of Bao Wow's, laughingly says, "Everyone wants to talk to you if you're the restaurant owner." ❑

Test Your Movie IQ

FOOD SCENES IN FILMS

Wisconsin Center for Film and Theater Research

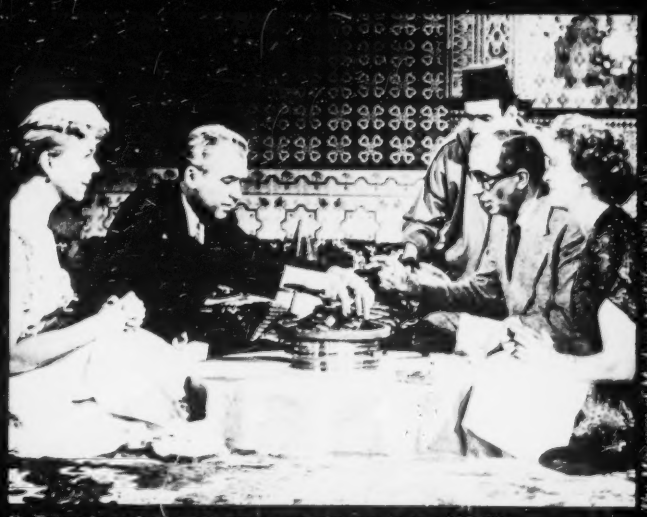
B: Everything is "insane" about this film—from the menu to the title.

◀ A: Genius. With silver screen's greatest femme fatale.

Wisconsin Center for Film and Theater Research

D: For girls who want rich husbands. (These are no ordinary girls; check out the one in glasses; she's Norma Jean.)

Dining out and the movies have long been partners. And with good reason. At their best, both films and dining out occasions create memories for the public—combining the familiar with a touch of fantasy, romance or drama. It is no wonder, then, that directors turn to restaurants to create a mood or backdrop for dramatic highpoints in their pictures. In the following movie stills you can see some of the classic pairings: from romantic tete-a-tetes to comic misadventures. Test your movie I.Q. and see how many movies and stars you can identify. Notice the hints below the stills. To check your answers, turn to page 25.

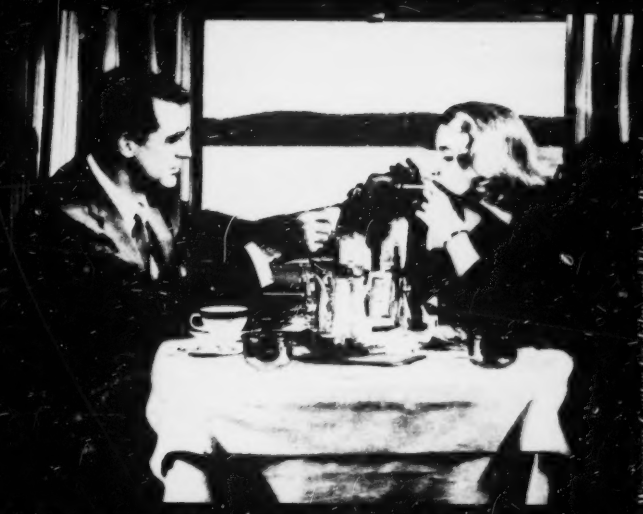


The Museum of Modern Art/Film Stills Archive

E: Sometimes being too smart can get you in trouble. This restaurant scene provides a break in the action.

C: Longing. Starring Germany's most famous actress and America's swashbuckler.

F: Dreaming about the same girl in a French cafe.



Wisconsin Center for Film and Theater Research

G: Getting acquainted on a train. Destination: Mount Rushmore.

Wisconsin Center for Film and Theater Research

J: "Of all the gin joints in all the towns all over the world, she walks into mine."

Wisconsin Center for Film and Theater Research

H: It's the time of the year for a banquet and a promenade. Who isn't anybody eating?

The Museum of Modern Art Film Stills Archive

K: You wouldn't want the headwaiter of this restaurant (name of movie) working for you.

Wisconsin Center for Film and Theater Research

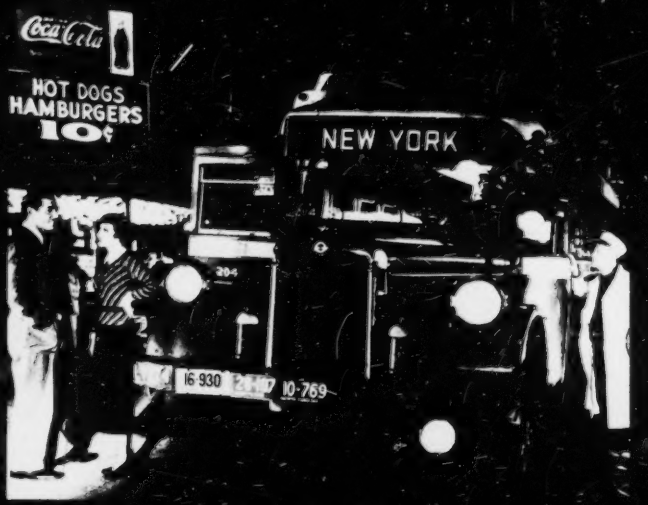
I: She's always in control.

Wisconsin Center for Film and Theater Research

L: They arrived in a hurry. But can they sing?

M: Scarlett O'Hara celebrates her honeymoon with Rhett Butler.

The Museum of Modern Art Film Stills Archive



P: Blame it on the moon and a broken down bus.

N: Ordering can be a problem when you just got off the boat.

The Museum of Modern Art Film Stills Archive

Q: First line in letter to a businessman's right hand.

The Museum of Modern Art Film Stills Archive

O: "Flowers aren't served at Sardi's."

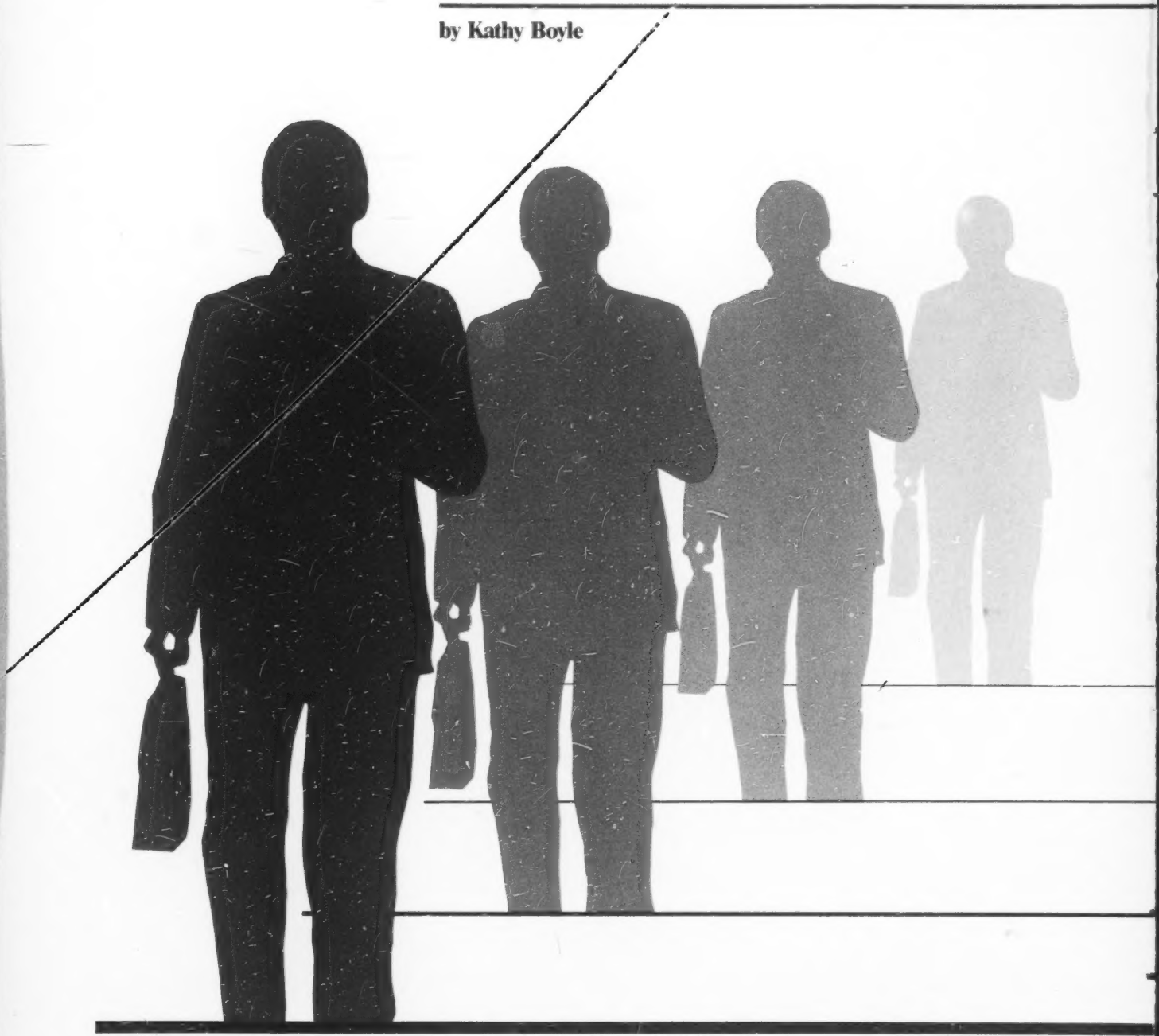
The Museum of Modern Art Film Stills Archive

R: "I know she was on this train." Classic Hitchcock thriller.

KEEPING YOUR EMPLOYEES

How To Make Them Stay

by Kathy Boyle



Although there are many different programs restaurants can implement to keep employees, the basics are constant: Treat them with the respect you expect them to show your customers and find a way to let them grow with you. Then they will stick with you. Along the way, fun, team-building activities and benefits help ease the pressure.

It's an old, familiar story in the restaurant industry: You've just gotten your head cashier trained and comfortably settled in his job when he decides to quit. Down the drain go recruiting, training and experience dollars. Now, it's back to the newspaper to place another want ad.

The reasons for high turnover in the restaurant industry are many:

Perception of the job as transitory. A lot of the problem seems to come from a stereotyped perception of restaurant work as a transitory job rather than as a career. "Restaurant work is a way to a means," says Jim Errant, president of Errant Enterprises, Inc., operator of The Chicago Claim Company and other Chicago, IL, restaurants. "It's the idea 'I'm just getting through until I can do what I really want to do.'" Don E. Dufek, director of human resources for Domino's Pizza, Inc., in Detroit, MI, agrees: "We're dealing with young people who are still casting about for their career directions."

Low pay. Another large part of the reason for high turnover is the large number of restaurant jobs that pay no more than $5.00 an hour and often the minimum wage. "As an industry we are not able to pay a living wage to the primary wage earner. So, if they are ambitious, they will find something better," observes William R. Miller, president of Miller Enterprises, Inc., operators of the Duck Inn in Virginia Beach, VA.

No incentives. Adding to the problem of retaining employees is what many term "a lack of incentives." Says Dufek of Domino's, "As an industry we haven't really offered people career opportunities, a share of the profits and the good parts of the business which lead to fulfillment."

Easy burn-out. At the same time, the high pressure and the long hours lead to early burn-out. Ironically, what brought many restaurant workers to the business in the first place—flexible work hours—often results in their quitting. "When they begin, they like the flexibility of the work schedule," explains Errant, "but after a while, the night and weekend work becomes a grind."

Despite the difficulties of keeping good restaurant employees, there are many companies that do manage to lower their turnover and keep the best employees. Overall, the programs that seem to work focus on good employee selection, good treatment of employees and, finally, good employee opportunities. Selecting good employees means good interviewing (see "Interviewing for Superstars," June/July 1985 issue, ***NRA News***). Interviewing aside, however, how employees are treated on the job is probably the most important reason for influencing turnover.

Make them feel important . . .

Restaurateur Errant believes the number one reason for his retention success is his attitude that people are the top priority. "If you ask 100 people why they come back to The Chicago Claim Company, I think 95 percent will say it's the people," he says. "People are that important. That is why they deserve to be treated well. I believe that the number one reason people leave a job is management. Somewhere the leadership falls down. If you are interested in people, they will want to work. They will begin acting like owners themselves. When they face a query from a customer, instead of saying 'I don't know,' you'll hear, 'Let me find out the answer for you.'"

Specifically, Errant suggests that managers never reprimand an employee on the floor. "Overall, feedback should be positive," he maintains. Michael J. McDonnell, director of human resources for Marriott's restaurant group, also views positive reinforcement of employees by managers as essential. "Managers are often afraid to compliment employees for doing something well," observes McDonnell. "They are sensitized to controlling so many aspects of operation, such as ordering, labor costs and food costs, but the most successful managers are those that also have a high degree of interpersonal skills."

Give them on-the-job training and communicate . . .

Often the problem of poor management starts with poor training. Good training involves more than handing new employees a handbook. It means working with them so they know what they are selling before they go out on the floor.

Good communication between management and employees is another way to make employees feel they are important. In a small operation one-on-one conversations are possible. As an operation gets larger, however, other tools become necessary. The flow of communication from management may be as simple as Domino Pizza's weekly employee newspaper, which recognizes the good job employees are doing. Communication from employees to management, however, is a little harder to achieve as the operation gets larger.

Employee comment sheets are one excellent way to hear from employees regularly. At The Chicago Claim Company, all employees fill out a comment sheet every day. They write down what customers said, they evaluate the food served and the conditions that day, and they comment on what was good and bad on the shift. Both managers and chefs read the sheets religiously. "I want happy sales people out there selling for me," says Errant.

Larger companies, too, want to foster a feeling that employees do matter. At the Marriott, a recently introduced program, "Guarantee of Fair Treatment," gives any employee the right to appeal any management decision. In other words, if an employee doesn't agree with his or her performance appraisal, for example, he or she has the right to appeal the matter all the way to Marriott's president without fear of reprisal.

Offer advancement opportunities . . .

To keep their employees many companies have developed career advancement programs. For example, at Kentucky Fried Chicken (headquartered in Louisville, KY), the career advancement program details how to advance in the company, offering a career path for every hourly employee. "The program spells out how to get all the way up to the store manager level," explains Billie Brown, manager of public affairs for KFC. "We feel the program has cut our turnover from 200 percent per year to 120 percent. Employees see they don't have to have a college degree to eventually manage a million-dollar-a-year business."

Kathy Gray, personnel manager for Magic Pan International (headquar-

---

Kathy Boyle is a free-lance writer in the Washington, DC, area who writes frequently on foodservice topics for ***NRA NEWS****.*

tered in San Francisco, CA), points to the advantages a multi-unit operator has over single-unit operators in retaining employees. "Forty percent of our management trainees come from the ranks of hourly workers. We communicate the opportunities we offer to our hourly workers through posters, meetings and during on-the-job orientation. In addition, our managers are regularly asked to identify hourly workers with management potential. Employees see better opportunities for salary and growth in a multi-unit operation, especially a firm that is growing."

Obviously, it is harder for a smaller company to offer the same opportunities. But by allowing managers to exercise responsibility and by keeping them abreast of company finances and other information, personal pride and involvement grow.

Offer incentives and benefits . . .

Some operators have found that giving good employees vested interest in company success through some type of profit-sharing works well. At the Duck Inn employees participate in a formal profit-sharing plan for retirement as well as a profit-sharing bonus plan. Miller explains how the bonus plan works: "We set a budget, and for every dollar we do over budget, one-half goes to supervisory or decision-making employees responsible for ordering, scheduling or cutting out waste."

Not many restaurateurs offer profit-sharing. Although some offer incentives (such as plaques, T-shirts, trips), most believe equitable pay, career opportunities and benefit programs play a larger role in employee satisfaction. Typical benefit programs can range from health and life insurance to paid holidays, but the restaurant industry still lags behind other industries. Some companies, however, are beginning ambitious, innovative programs. Domino's Employee Assistance Program, for example, offers to help employees with their personal problems. These problems can range from stress-related depression to alcohol and drug abuse to financial and marriage counseling.

Involve spouses . . .

Because managers often spend 60 to 80 hours a week on the job, some companies have inaugurated programs to help managers get more understanding at home. Domino's Partner's Program is an innovative example. Domino's organizes a tour before working hours so spouses can see how pizza is made and what kind of paperwork is involved in day-to-

How the best make them stay

- An open-door policy
- Flexible job slots
- Employee stockholding shares
- Promotion from within
- A hydroponic greenhouse on the premises

These are some of the ways the best companies encourage their employees to stay, according to *The 100 Best Companies to Work for in America*, a recently published book by Levering, Moskowitz and Katz. In this list four companies were chosen in the restaurant/hotel category.

General Mills, Inc. is a large food company that also runs restaurants, operates some specialized retail stores and makes toys and clothes, employing 75,900 people.

Ask somebody waiting on tables at Red Lobster or sewing the alligator on an Izod sport shirt for whom they work, and they probably won't say General Mills. Most employees of General Mills' 60-plus subsidiaries identify strictly with their immediate business, and that's the way General Mills management wants it.

The drawing card at General Mills is the diversity, but the drawback is the long way up the corporate ladder.

However, *Savvy*, a magazine for businesswomen, was so impressed with the number of female managers at General Mills that it named the company one of the best places for women to work. The company rule is to promote within except in high-growth areas, such as restaurants and toys, where the company does a lot of outside recruiting.

Ralston Purina Company operates 63 animal feed plants across the country, ranks as the world's largest supplier of pet foods, makes cereals, packs tuna fish, and runs nearly 1,000 restaurants (Jack in the Box). It employs 59,000 people, half in its restaurants.

Ralston's management ranks are relatively thin, a feature that enables managers to present and develop their ideas. The company has an affirmative action program.

SAGA Corporation feeds people at more than 1,000 locations—colleges, hospitals, corporate dining rooms, and public restaurants—across the country. It employs 50,000 people.

SAGA is listed as a great place to learn how to run a restaurant. In the past, SAGA's main business was feeding students at colleges. Today, however, school programs at 350 colleges generate only a third of the company's one billion in sales. Many of SAGA's 3,000-plus managers, however, joined the company as student-managers at one of its college dining halls.

SAGA has developed excellent training programs, working closely with Stanford University. SAGA is considered a preeminent training ground.

Fringe benefits available to managers above the college cafeteria level include life insurance, disability insurance, 100 percent reimbursement for job-related courses, a stock purchase plan (85 percent of market price), and a profit-sharing plan that supplemented salaries by 8.7 percent in 1983.

SAGA's campus-like complex in Menlo Park, where 500 people work, has one of the most extensive collections of modern art in California.

Westin Hotels operates 55 upscale hotels in 11 countries and employs 25,000 people.

There's a lot of movement within Westin from one hotel to another, especially if you are on a management track. Although Westin tries to maintain the individual character of its hotel, its professional managers would be at home in any of them.

Westin has high standards and is recognized as a hotel chain that runs a good show. Although it may change in the future, Westin traditionally has been a place where you did not need a college degree to climb to the top.

To motivate people, Westin has employee recognition awards of all kinds. One annual award presented for outstanding management achievement offers a free trip around the world. Another award for outstanding community service adds an extra two-week vacation and $5,000 in cash.

One management perk is free hotel rooms at a Westin Hotel.

19 ways to motivate employees

1. During a time the restaurant is closed, occasionally take a group of 10 employees from different job categories out to eat, relax and talk.
2. Regularly check with employees to make sure their financial needs are being met: Are they getting tips? Are they working the hours they want?
3. Recognize top-sellers on a daily basis at the shift line-up. It gives quick reinforcement and much appreciated recognition.
4. Create an ad or promotion around an employee who invents a new menu item: "Charlotte's New Chicken Sandwich" special.
5. Let employees know you think they are important by letting them name new menu items.
6. Send flowers to employees' homes for their one-year, five-year, etc. employment anniversaries.
7. Promise to work one shift for the best seller each month.
8. Pay for regular field trips to other restaurants.
9. Award the best employee an all-expenses-paid trip to an NRA seminar of his/her choice.
10. Make corporate managers visible in the field. Require that they do kitchen work and seat customers.
11. Begin publishing a spouses' newsletter to let them know what's happening.
12. Organize spouses to provide welcome-wagon-type services for new employees transferred to the area. New employees feel more a part of the team when they know about schools, shopping and transportation.
13. Offer a scholarship to returning college students for the "best employee of the summer."
14. Offer a prize of tickets to the movies, Ice Capades, theater or important football game.
15. Develop a fitness program or offer a discounted membership to a local fitness center.
16. Organize fingerprinting and picture-taking of youth with child-find organizations. Employees or employee spouses can write down descriptions of children to give to local police.
17. Use format of college or high school academic bowls to test knowledge of company procedures.
18. Sponsor a "Great Waiter/Waitress Contest." Use your procedures as well as historic pictures and restaurant trivia to build interest.
19. Challenge another restaurant to a race, softball game or tournament.

day activities. "Then later, if the manager is working at home on paperwork, the spouse knows what they are doing, and may even be able to help them," explains Marcia Harding, program coordinator. Spouses also are included in regional managerial meetings. Often one person of the management team explains a particular aspect of the business.

An outgrowth of the Partner's Program is a unique Pizza Partner's Dictionary, a book defining the terminology of the pizza industry. Terms include everything from common business terms like ASAP (as soon as possible) to pizza peel (large spatula used for moving pizzas in and out of the oven). The intention of the dictionary is to help new Domino spouses understand their spouses' jargon.

In addition to learning about the pizza business, other Domino's Partner's Programs have included speakers on financial planning and marriage counseling. But the most beneficial aspect of the program seems to be the mutual support the group fosters. Spouses are encouraged to meet among themselves to discuss similar problems.

Use handicapped workers for low skill jobs...

Another way of minimizing employee turnover is to hire the handicapped, especially for low skill jobs. "So many young people view these lower skill jobs as temporary, but the handicapped view them as a lifelong job," says Miller of the Duck Inn. A side benefit of hiring the handicapped is the Targeted Jobs Tax Credit available to employers that hire from certain disadvantaged groups.

In sum . . .

As fewer workers are available for restaurant work, keeping the good ones becomes more important. By treating employees with respect and consideration, the chances that they will grow with you increase. ❑

Answers for movie quiz pages 18–21

Page 18

A. *Inspiration* (1931); Greta Garbo, Robert Montgomery; Metro-Goldwyn-Mayer.

Page 19

B. *Movie Crazy* (1932); Harold Lloyd, Arthur Housman, Louise Closser Hale; Paramount.

C. *Desiree* (1936); Marlene Dietrich, Gary Cooper; 20th Century-Fox.

D. *How to Marry a Millionaire* (1953); Betty Grable, Rory Calhoun, Lauren Bacall, Marilyn Monroe, David Wayne; 20th Century-Fox.

E. *The Man Who Knew Too Much* (1956); Doris Day, James Stewart, Bernard Miles, Brenda de Banzie; Paramount.

F. *An American in Paris* (1951); Georges Guetary, Oscar Levant, Gene Kelly; Metro-Goldwyn-Mayer.

Page 20

G. *North by Northwest* (1959); Eva Marie Saint, Cary Grant; Metro-Goldwyn-Mayer.

H. *Easter Parade* (1948); Fred Astaire, Anne Miller; Metro-Goldwyn-Mayer.

I. *Mildred Pierce* (1945); Joan Crawford, Jack Carson; Warner Brothers

J. *Casablanca* (1942); Ingrid Bergman, Humphrey Bogart, Paul Henreid; Warner Brothers.

K. *Cafe Metropole* (1937); Loretta Young, Tyrone Power, Helen Westley, Charles Winninger; 20th Century-Fox.

L. *Some Came Running* (1958); Dean Martin, Frank Sinatra; Metro-Goldwyn-Mayer.

Page 21

M. *Gone With the Wind* (1939); Vivian Leigh, Clark Gable; Metro-Goldwyn-Mayer.

N. *The Immigrant* (1917); Charlie Chaplin, Edna Purviance, Eric Campbell; Mutual.

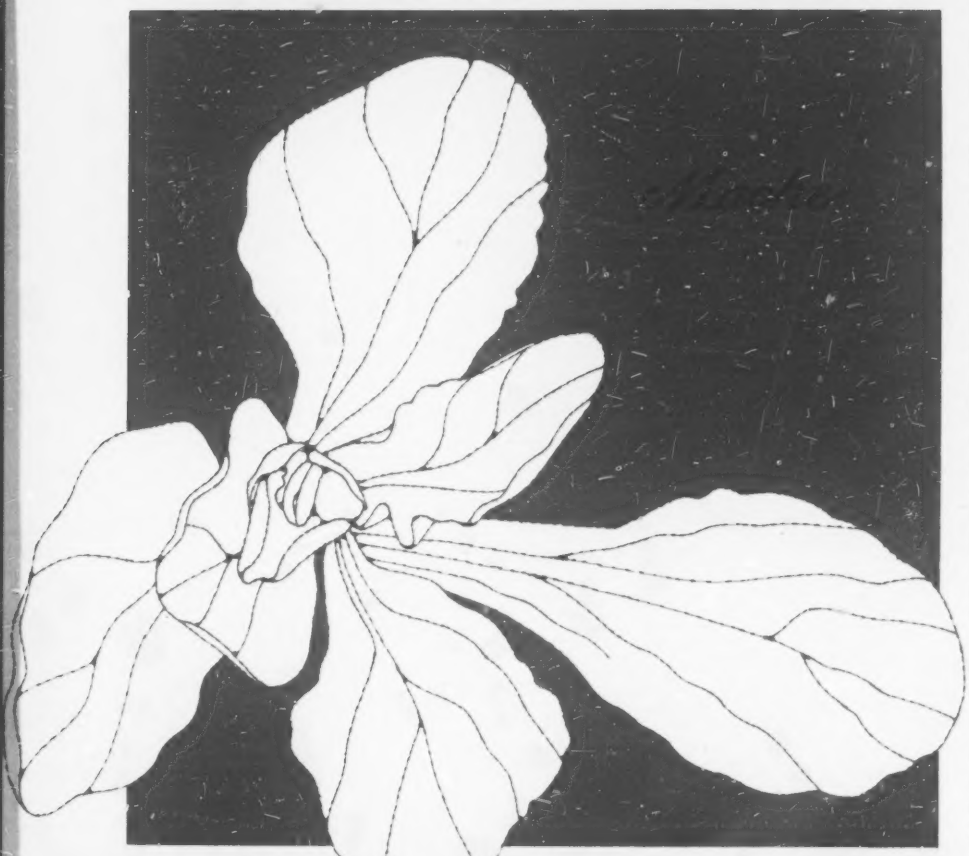
O. *Please Don't Eat the Daisies* (1960); Doris Day, David Niven; Metro-Goldwyn-Mayer.

P. *It Happened One Night* (1934); Claudette Colbert, Clark Gable; Columbia.

Q. *My Dear Secretary* (1948); Keenan Wynn, Laraine Day; United Artists.

R. *The Lady Vanishes* (1938); Margaret Lockwood, Michael Redgrave, Paul Lukas; Gainsborough Pictures.

VEGETABLES



NOUVEAU

by Walter Martin
and Andy Udelson*

Exotic fruits and vegetables are jazzing up menus across the country, adding new colors, tastes and textures. This "dictionary" covers some of the most sought after items.

The market for fruits and vegetables in the competitive restaurant business has ballooned in the three and one-half years we have been in business.

The items we have selected here are ones we work with everyday although there are many more items to choose from.

**Walter Martin and Andy Udelson are principals of Flying Foods International, a specialty fruit and vegetable supplier in Long Island, NY. This article is excerpted from a presentation at the 1985 NRA Show.*

Salad-type vegetables

• **Belgian endive \bel·jən en·dīv\:** a product originally from Europe. Developed in the 16th century, it is used in salads, appetizers and as a side vegetable—both cooked and uncooked. Available October to May.

• **Fiddlehead fern \fid·əl·hed fərn\:** a popular, seasonal vegetable (May, June) that hails from the great Northwest or from the Northeast, specifically Maine. Depending on the spring thaw, fiddlehead ferns sell for about $3.50 a pound.

The flavor of the fiddlehead fern is almost woodsy. It is crunchy, and is fantastic if you mix it with fettacini and perhaps some wild mushrooms. If the tails are long or thick, they should be cut off because they can be bitter.

• **Frisee \fri-sā\:** a French, white chicory with a green rim. The leaves in the center are short and white. Towards the outside, the leaves get longer and darker green. Frisee is a beautiful addition to salads because it gives them a texture and fiber as well as a touch of bitter flavor.

Although frisee is a French product, there is a domestic chicory which is similar and an Italian version called riccia. Riccia has a smaller head, and the leaves are thinner and more flame-shaped or pointed. It is also slightly less bitter.

• **Heart of palm \härt əf pälm\:** now available fresh. For years this vegetable was only available canned because of a very labor-intensive gathering process: Every tree will make about one pound of heart of palm.

Heart of palm can be braised, sauteed or boiled. Although it takes a long time to cook this vegetable, heart of palm does have a milky, flavor. Hearts of palm cost about $10 per pound, but a pound can yield many servings.

• **Mache \mäsh\:** also known as lamb's lettuce or corn salad, is a popular import from France or Belgium. Mache is usually a winter green, and at that time of the year it is quite affordable. Hothouses cultivate it year round, but it is usually a bit limp in the summer.

ə abut ᵊ kitten ər further a back ā bake ä cot, cart
au out ch chin e less ē easy g gift i trip ī life
j joke ŋ sing ō flow ȯ flaw oi coin th thin th this
ü loot u foot y yet yü few yu furious zh vision

Mache has a buttery, subtle flavor, and it is very nice in a light, delicate salad with a very mild vinegar. It also goes very well with radicchio.

• **Nasturtium** **nə·star·shəm**\: probably the most popular edible flowers. Nasturtium are being harvested in California, and they are easily cultivated in greenhouses and hothouses.

Nasturtium are sold by the pound. They are quite perishable and last no more than four days.

• **Peppers** **pep·ərs**\: multicolored peppers are imported from Holland year round. Popular varieties are red, yellow (non-acidic), white (mild peppery taste) and purple, also known as chocolate or black peppers. Purple peppers are green peppers with a purple exterior. To preserve their color, use them raw.

Purple, white and red peppers are very similar in price—about $23 for an 11-pound case in the spring. The yellow peppers are usually the most expensive, and they can be as high as $60 for an 11-pound case in the dead of winter; normally they average $45.

• **Radicchio** **rə-dik-ē-ō**\: also known as red chicory, is one of the hottest moving salad items today. Its slightly bitter taste makes it an interesting addition to a salad or an effective bed under an entree. Harsh salty air forces radicchio to turn in on itself, giving it its characteristic iceberg-type appearance. The Italian radicchio is usually very red and white. The American variety sometimes has a greenish color which is not as popular. The straight-up, triangular shape variety (trevisse or trevissano) is great quartered and grilled.

The cost of radicchio can fluctuate dramatically over the course of the year. When it is out of season (March, April), it commands a premium. The highest asking price has been about $36 for an 11-pound (five-kilo) case. The lowest price we remember is about half of that.

• **Ramps** **ramps**\: also known as wild leeks, are members of the lily family and cousins to the scallion. They are most abundant in the Virginia area or on the central Atlantic portion of the United States, but they are found just about everywhere.

In cooking, ramps can be used interchangeably with scallions. The strong, garlicky/peppery flavor starts out with a sweet taste—a quality that makes them a great garnish in salads. They are also good in creamed soups. Because they are often available locally, they can be very affordable.

• **White asparagus** **wīt ə-spar·ə·gəs**\: used to be only available in cans on the American market. Now that the U.S. Customs Services has cleared white asparagus for import, the vegetable is available fresh—although usually as an import item because it is very labor-intensive to produce.

White asparagus grows either in huge fields or inside, covered with canvas. The reason it stays so white is that growers take the dirt and ridge it up over the plant as it grows so it never gets to see the sunlight and photosynthesize. This process assures a very sweet flavor and a tender consistency. White asparagus sells for about $6 per pound.

Miniature vegetables

Miniature vegetables are a growing trend in the food industry because they are a new way to serve old favorites. Baby vegetables are available year round, but they are considerably more expensive than their bigger relatives because they are very labor-intensive to produce. In general, baby vegetables are immature specimens of a regular vegetable. Farmers use special seeds to grow them.

• **baby artichoke** **bā·bē är-də-chok**\: has no choke so you can peel the outside leaves and eat the whole vegetable.

• **baby beet** **bā-bē bēt**\: is bright golden in color or red. The red beets have edible leaves.

• **baby carrot** **bā-bē car-rot**\: is very sweet in flavor. Most people like to serve baby carrots with some of the greens; but if the greens are kept too long with the carrots, the carrots go limp.

• **baby eggplants** **bā-bē eg-plant**\: is available in both round and elongated shapes.

• **baby scallopini** **bā-bē skäl-ə-pē-nē**\: also known as a patty pan squash, it tastes exactly like its larger relatives.

• **baby turnip** **bābē tər-nəp**\

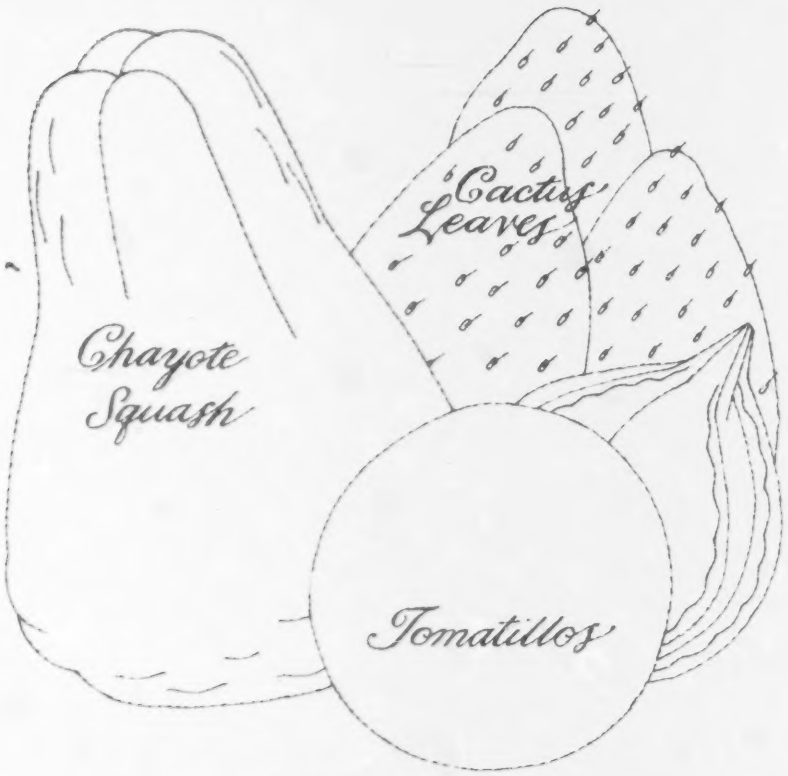
• **baby zucchini** **bā-bē zu-kē-nē**\: often sold with their flowers.

• **Haricots vert** **(h)ar-i-kō vərt**\: are tiny string beans from France and were the first baby vegetables.

The allure of haricots vert is their attractiveness, super sweet flavor and tenderness. When we first brought them to the U.S., we sold them only to a few select French restaurants. As word spread, others bought them. Now we import close to five tons, which we send all over the country.

• **miniature pearl onion** **min-ē-ə-chu(ə)r pər(ə)l an·yən**\: is available in red and gold as well as the more traditional white color.

Mexican, Asian vegetables



• **Bok Choy** \ **bäk chöi**\: also known as Chinese chard, is a vegetable that has probably been enjoyed by everybody who has eaten Chinese food. It has broad white or greenish-white stalks and dark green leaves. Bok choy is very similar in flavor to domestic cabbage, but its texture is crisper and its flavor is lighter and more delicate. To preserve both its taste and texture, cook bok choy quickly. Bok choy is delicious stir-fried or sauteed.

• **Chayote squash** **chä·yō·dē skwäsh**\: also known as a vegetable pear, originated in Mexico but is now readily available in supermarkets. It may be used in all recipes calling for either tender summer squash or winter squash. When split and hollowed out, this squash can be packed with savory meat, sausages, seafood or salads. Chayote makes a crunchy marinated salad ingredient and is good french fried.

• **Chinese long bean** **chī-nēz lȯng bēn**\: is a spicy string bean that can grow up to a yard long. When we find them in the market, they are roughly 12 inches long, and they sell for about $1.25 per pound. Originally from the Orient, they are now grown in California.

• **Nopal** **nō·päl**\: , also known as cactus leaf, is finding its way out of the Spanish markets and into the general sections of supermarkets. Chiefly available in April and May, its flavor is distinctive, rather like vinegary dill pepper.

In Mexico, the nopale leaf spines are picked off and then the leaves are boiled to rid them of sticky resin. The resin floats to the top. At that point the nopale leaves are washed and cooked. You can cook them with eggs—a traditional Mexican recipe—or else serve them as a julienned vegetable or combined with fresh tomatoes, onions and peppers.

• **Tomatillo** **tōm·ə·tē(y)ō**\: is another specialty item originating "south of the border." It is sometimes known as a Mexican sauce tomato. Although tomatillos look like little green tomatoes in a papery husk, they have a flavor and texture uniquely their own. Raw tomatillos may be sliced or chopped in salads or tucked into tacos. When cooked, tomatillos make excellent sauces to serve with a variety of foods, such as warm tortillas, tacos, burritos, enchiladas or huevos rancheros.

Root vegetables

• **Celeriac** **sə-ler-ē-ak**\: also known as celery root or celery knob, is not the knob or root of the celery that you would buy in the market. It is a separate kind of celery that gained popularity in France. The leaves of this root are not really edible—they don't taste very good—but the meat in the root is sweet and has a celery-like flavor.

Celeriac is skinned and diced. It can be poached, steamed or sauteed, and it makes an excellent puree for soups. Available in the fall and winter.

• **Jicama** **hē-ke·mə**\: is actually the root of a variety of Mexican morning-glory vine with a flavor reminiscent of a sweet potato. It is very starchy. Jicama can be cooked like a potato or served raw with a spritz of lime. Its mildly sweet flavor is very refreshing in a salad. Jicama also can be used as a substitute for water chestnuts in any braised or sauteed dish.

• **Salsify** **sal·sə·fē**\:, also known as oyster root, has a very, very subtle flavor that some people say tastes like oysters—hence the name.

Like other root vegetables, salsify is skinned. A cream sauce is a great accompaniment to this vegetable, which can be sauteed and served as a separate vegetable.

• **Sunchoke** **sən·chok**\: also known as a Jerusalem artichoke, is neither from Jerusalem nor is it an

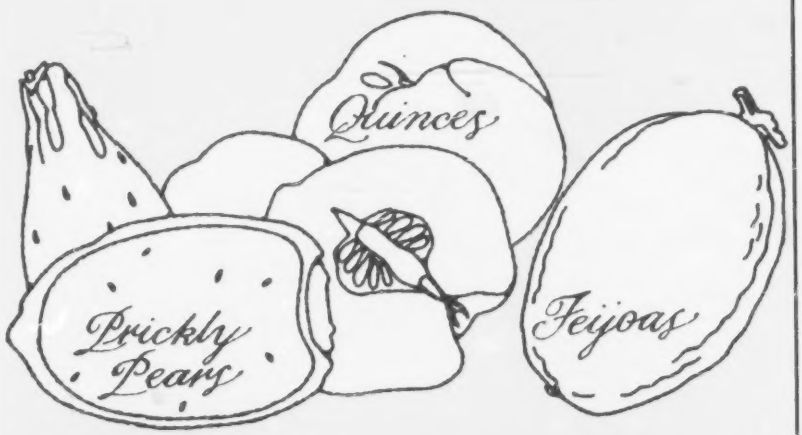
artichoke. It is the root of a certain variety of sunflower. The best way to serve this vegetable is to peel it, steam it and serve it as a side dish. Sunchokes are very good with just plain butter. And they can be eaten raw as an appetizer or in salads, where they exhibit a sweet, nutlike taste.

• **Taro root** \tä·rō rüt\: has just found its way onto the mainland American market, although it has been a staple in Hawaii for some time. The traditional Polynesian recipe for taro (poi) was to skin it, mash it into a paste and let it ferment; but taro root can be baked, steamed, boiled or used in soup like potatoes.

Taro can also be thinly sliced and sauteed or eaten raw in salads. The taro skin is edible after it is washed.

• **Water chestnut** \wät·ər ches·nət\: is crunchy, well-textured and sweet, when fresh. Not really a type of nut, water chestnuts are edible tubers. Fresh water chestnuts should be peeled, thinly sliced or quartered and then cooked briefly in boiling salted water. After cooking, drain them and plunge them into cold water. At this point they make a nice contrasting flavor and texture in sauces, stews and salads.

Fruit nouveau



• **Bitter melon** \bid·ə(r) mel·ən\: of Asian origin, resembles a wrinkled cucumber. It has a very unusual menthol-type flavor derived from the quinine in the fruit. It should be cooked before eating, and is scrumptious stir-fried, steamed, added to salads or simmered in soup. Available from April to September.

• **Kumquat** \kəm·kwät\: a native fruit of China (a symbol of luck for the Chinese New Year), has recently been grown in southern California, Texas and Florida. Kumquats have a sweet rind that's contrasted by a somewhat bitter pulp. Unlike other citrus fruits, kumquat skins can be eaten; only the seeds are inedible. They make excellent preserves and can liven up vegetable dishes and baked goods. Kumquats offer an intriguing substitute for oranges in duck dishes. Slices are also elegant in hot tea.

• **Long-stemmed strawberry** \lo·ng stemd stro·-be·rē\: is a giant variety of strawberry that was originally developed for the Japanese market. Although larger than average, long-stemmed strawberries are not necessarily better in taste than their smaller, wilder counterparts. Their main attraction is their size. It makes them great for dipping in chocolate because the stem serves as a handle.

• **New Zealand feijoa** \n(y)ü zē·land fā·yōə\: similar to the guava in taste, is often used to make sorbets. Its greatest appeal is that it is unusual. The season for feijoas is short—just the month of February, although with proper storage, they will last another two weeks.

• **Prickly pear** \prik·lē pa(ə)r\: also known as cactus pears, comes in yellow and green varieties, but both turn red when they are ripened. To prepare the prickly pear, discard the skin and mix the seeds and the fruit together. This can make a salad, jams, jellies or a fantastic sorbet. Abundant from September through December.

• **Quince** \kwin(t)s\: originally from the Middle East, commonly used in the cuisine typical of that part of the world. Looking somewhat like a misshapen apple, this fruit needs to be cooked. Quinces have a slightly bitter taste, but a bit of sugar tempers the flavor. They can be processed into jellies and jams. When ripe, they have a yellowish color.

• **Tamarind** \tam·ə·rənd\: looks almost like a large, hard bean with a brown velvet coating. The pulp of this fruit is orange and sticky and used for curries, tea or as a filling for tarts or other types of sweet/sour desserts. Although originally from Asia and South America, the tamarind is beginning to become a part of the TexMex cuisine.

• **Vine-ripened beefsteak tomato** \bēf·stāk tə·māt·ō\: available year round from hothouses in Holland and in the winter from Israel.

Mushrooms

Mushrooms, especially wild mushrooms, have become quite popular in the last two years. Many of these can now be found in the United States.

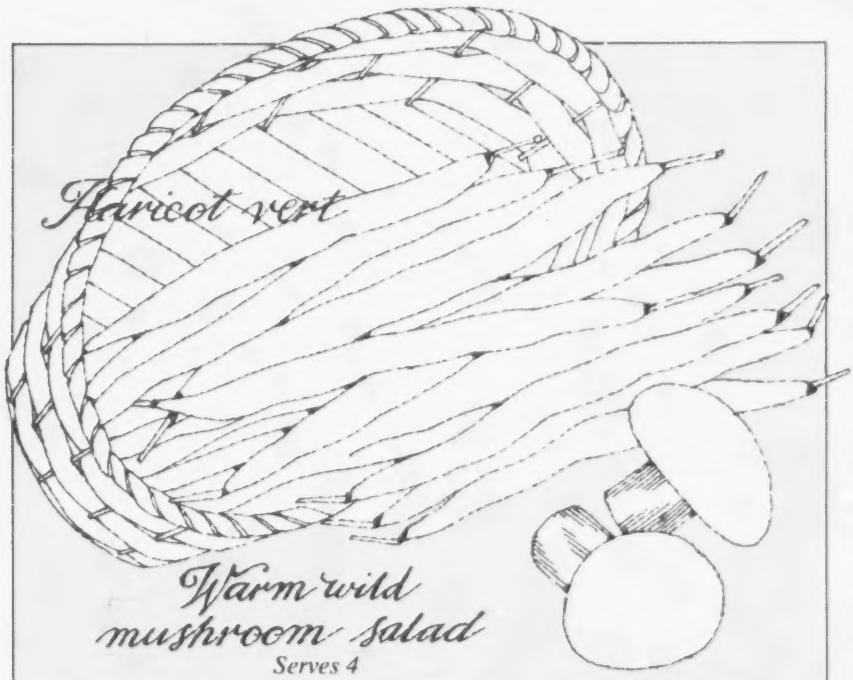
• **Chanterelle \shant-ə-rel\:** is one of the most popular mushrooms because of its bright golden color and shape. Chanterelles have a peppery, mild flavor and a dry texture. Found in the Pacific Northwest, the season for chanterelles is late spring to early fall. The longest we have had them has been right up into December depending on how mild it stays in California.

The market price for chanterelles is usually quite affordable, somewhere in the neighborhood of $4 a pound, which is good for mushrooms because you have a 100 percent yield. Brush or wash these mushrooms before serving because sometimes they will contain pine needles.

• **Coral \kȯr-əl\:** also known as a gold spear mushroom because of its shape, is another spring item growing in the Pacific Northwest. Coral mushrooms have a very subtle flavor, but tend to break apart if you put them in sauces. They do best when added at the end of the preparation. The flavor is wild and a touch sweet. Because they grow wild, the supply is limited.

• **Enoki \e-nȯ-kē\:** is a creamy white mushroom with a long slender stem and a sweet and delicate flavor that is delicious in salads. Originally from Japan, they are also well-suited as a garnish for soups or as a last minute addition to stir-fry dishes.

• **Morel \mȯ-rel\:** comes in two edible types: the light or the white morel and the dark, or black, morel. The black morel is the



Warm wild mushroom salad

Serves 4

Ingredients

- ½ pound fresh chanterelle mushrooms (trim woody ends and stems)
- 1 pound fresh shiitake mushrooms (trim stems, wipe clean)
- 24 pieces haricots vert (trimmed and blanched)
- 2 whole tomatoes (blanched, skinned and seeded)
- Mixed greens: romaine, red leaf lettuce, curly green leaf, argula, watercress (or any variety of seasonal greens).

Dressing

Basic vinaigrette (1 part vinegar to 3 parts oil), using either hazelnut or walnut oil and desired seasonings.

Preparation

- Clean and brush shiitakes, then julienne in thin slices. Cut chanterelles into three pieces.
- Heat 1 ounce of refined olive oil and saute shiitakes for 2 minutes. Add chanterelles. Cook together 5 minutes. Season with salt and pepper, adding ½ teaspoon of sherry vinegar. Remove from heat and strain mushrooms.
- Arrange haricots vert freely on bed of mixed greens.
- Divide mushrooms equally around edge of salad plates.
- Garnish with semi-fine chopped tomatoes in center.
- Dress with vinaigrette.
- Add quick grind of fresh black peppercorns.

—Audrey Pickard, executive chef
Kathleen Mulhern, owner
The Garden Restaurant and
Harris Bar and Grill
Philadelphia, PA

choicer variety. Originally an import product, now they have been found in great abundance in Michigan and parts of the Midwest. Morels are available fresh in the spring and dried.

One word of caution. Because morels grow wild, be sure to cut them down the center to check for bugs or insects. Also be advised that some people may find morels slightly toxic.

• **Oyster** **ȯi-stər**\: also known as a pleurotte, is nearly eight inches in diameter. Most oyster mushrooms come from Italy, but they are also produced in France and in California.

The American oyster mushrooms are usually a smaller and less knobby variety, and they don't have much of a stem. They are fantastic grilled and also are excellent with pasta because they absorb the flavor of the sauce, and they are nice in soups, too. This is probably one of the most popular mushrooms now.

There is one type of more delicate pleurotte called the "white trumpet" that is being developed in Boise, Idaho. However, the supply is limited.

• **Porcini** **pu̇(ə)r-chē-nē**\: is associated with Italy, but found all over the world. Unlike chanterelles, which are abundant when they are wild, these are very hard to find when they are in season. They cost $17 or more per pound fresh. The stems are also edible, but peel the outside of the stem to check for any bugs.

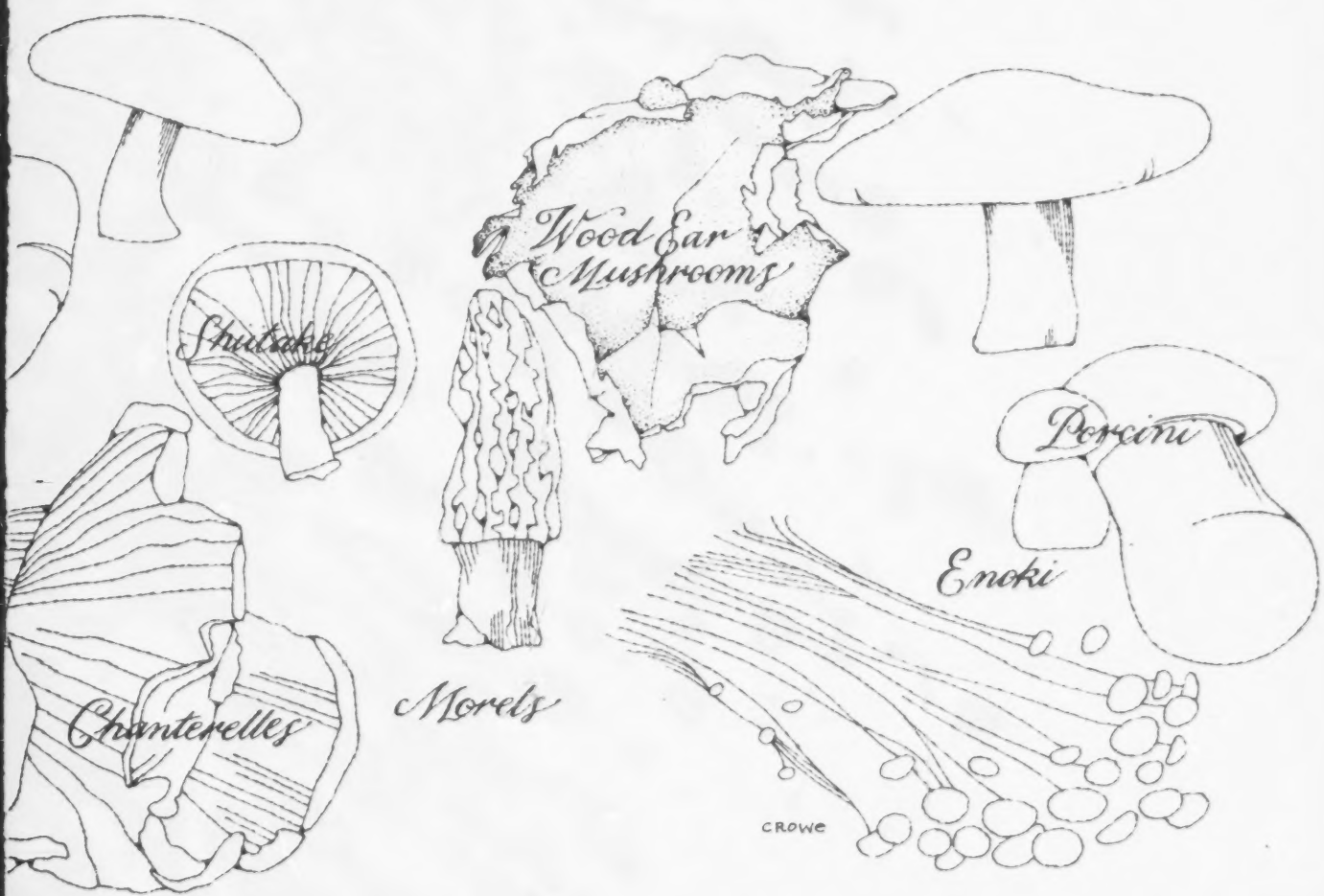
Porcinis are delicious sliced very thick, drizzled with a good quality olive oil, studded with garlic, a little parsley or basil and then grilled. They're also available frozen or dried.

• **Roman** **rō·mən**\: also known as crimini, grow up to eight inches across. Roman mushrooms are great sliced and used in sauces, and they make really stupendous presentations because of their size.

• **Shitake** **shi-tä-kē**\: is one of the few wild mushrooms that has found a general following. Originally a Japanese mushroom, shitake mushrooms found their way into the market about three years ago. Now they are often available in supermarkets.

These mushrooms are fabulous in sauces. They have a wild, musky flavor and a garlicky aftertaste. Their flavor permeates the foods you cook them with.

• **Wood ear** **wu̇d i(ə)r**\: is also of Asian origin. This is mostly a textured mushroom; it doesn't have that strong a flavor. Wood ear mushrooms are rubbery or spongy on one side. They used to be only available in their dry form, but now they are produced in California and are available fresh. ❑



MAKING RESTAURANTS ACCESSIBLE

Despite greater awareness of accessibility, many restaurants still don't know how to deal with America's mobility-disabled persons. Add to that the millions of people with temporary handicaps—broken bones, arthritis attacks and even children in strollers—and the provision of a barrier-free environment becomes something that can benefit almost everyone.

Last year, a demonstration by disabled activists in front of a Denver (CO) McDonald's, which had no curb ramps for wheelchairs, prompted the nationwide chain to move more quickly in making all its facilities accessible. Now McDonald's is installing barrier-free features—curb ramps, wider entrance doors, 42-inch aisles inside, special 29-inch-high tables (with no fixed seats) for wheelchair users, special stalls in rest rooms and two parking spaces for the handicapped—at all of its new stores. Says Larry Price, McDonald's director of construction, "We've become more aware of the needs of handicapped persons, who appreciate what we're trying to do for them."

"While many restaurants and architects have not thought much about accessibility in years past, public pressure from disabled persons is beginning to change people's attitudes," observes Ronald Mace, a Raleigh, NC, architect and wheelchair user who for 14 years has dedicated his practice to making all facilities accessible to all people.

"By making facilities accessible to persons with physical disabilities—and maintaining those facilities—restaurateurs can attract a sizeable market and, hence, increase their profits," adds architect John P.S. Salmen, former technical director of the National Center for a Barrier-Free Environment, now part of Paralyzed Veterans of America in Washington, DC, and currently director of the American Hotel and Motel Association's Technical Services Center, New York City.

How to proceed . . .

It is neither hard nor expensive to make a restaurant accessible. First, it is important to ensure that disabled persons can get inside your facility; many won't return if obstacles, such as too many steps, keep them out. Some mobility-restricted people complain that they have had to enter restaurants through the garage, kitchen or some other "round-about way." Dr. Harlan Hahn, a wheelchair user who teaches at the University of Southern California, says a common problem is that disabled persons often have to enter a dining area via the same freight elevator used to haul garbage. "That's not a very appetizing approach for people who come to eat in a restaurant. Also, it imposes a stigma—that we have to use the back entrance," he adds.

The first step in making a facility accessible is the approach from the outside or the "site access."

Passenger drop-off. There should be a safe, level transition between a vehicle and the pathway or sidewalk leading to the restaurant. Level access is necessary for wheelchair users as well as helpful for persons with crutches, canes, walkers, strollers or carts. It is important to let people with visual impairments know where the street ends and the "safe" area begins. Also, Salmen suggests that the street and sidewalk should have "noticeably different textures and a strong contrast in color intensity."

"Accommodating the handicapped shouldn't be seen as a constraint but as an opportunity."

Parking. Most states require that two to five percent of their public on-site parking spaces be accessible to people with disabilities. At restaurants that provide parking, this means that special spaces should be approximately 13 feet wide, located near the entrance and on ground level and be designated by special signs. For safety reasons, it is important that wheelchair users not be required to wheel themselves behind other parked vehicles to reach the sidewalk or entrance.

Curb ramps. To accommodate wheelchair users, curb ramps should be provided wherever there is a change in level of pedestrian walking surface. This includes places where sidewalks cross streets, alleys or drives. The top and bottom edges of the ramp should blend smoothly with the landing, without any lip or bump.

Entrance ramps. Many new facilities provide permanent ramps designed to meet specifications of the American National Standards Institute (ANSI) 1980 standards, now adopted in almost half of the 50 states. Lightweight aluminum and/or plastic portable ramps can be used for restaurants in existing buildings. Mace suggests that unsightly exterior ramps can be eliminated by installing an earth-berm ground-level entry to the building's entrance. "A nice landscaped earth-berm ramp can make your restaurant more attractive," he adds.

Entry doors. Once they have reached the restaurant's entrance, disabled persons should be able to get through the front door and move to the seating area. (Mace suggests that information at the entry—through signs or staff—should direct people where they should go.) Entry doors should be wide enough for wheelchair access—with a minimum clear width of 32 inches. In addition, the doors should be easy to open. If the restaurant entry features a vestibule, there should be adequate distance between the doors (usually seven feet) so that a wheelchair can maneuver free of door swing.

Door hardware should be easy to operate by people with limited twisting or gripping strength in their hands. Salmen recommends this rule of thumb for selecting door hardware: "If the hardware can be operated by a closed fist, it can be operated by almost anyone." Doorknobs pose a problem for many disabled persons. "That round knob is hard to turn," observes Mace, "especially for elderly persons with arthritis, children and people with greasy hands." He suggests level door handles are handier because everyone can use them.

Revolving doors and turnstiles are unuseable for many people, says Salmen. Air doors or automatic doors are a good solution in high-traffic areas, allowing access by all.

Interior circulation. A restaurant should have at least one wide aisle (five feet wide), extending from the entrance through the dining area. Secondary aisles should be at least three feet wide, allowing adequate minimum clearance for wheelchairs. Tables should be spaced wide enough apart to provide wheelchair access to the rest rooms, which should be on the same level as the dining area, says Mace.

Where a restaurant has different levels, some means of accessible level change should be provided—through ramps, lifts, elevators, etc.—so that the wheelchair user can use an upstairs or downstairs rest room or bar. Multilevel restaurants are a bane to

---

Peter McCall is the news desk manager at the American Institute of Architects in Washington, DC.

wheelchair users, especially if the bar and rest room are on different floors. Interior ramps and steps should have handrails on both sides because some disabled persons may have strength only on one side of their body.

Rest rooms. Access to lavatories should be unrestricted, the rest room location is critical for disabled customers. "Sometimes, to reach a rest room, it's necessary to go outside the restaurant and into an adjacent building with elevators," notes Ruth Hall-Phillips, an architect and associate advocacy director of Paralyzed Veterans of America.

Toilet seat height is another critical issue. Standard toilet fixtures are often too low to be used comfortably by wheelchair users. ANSI standards specify a range of 17 to 19 inches to make a seat accessible. Wall-hung water closets, of course, can be mounted within this range. However, floor-mounted fixtures may not provide seats in this range. Elongated, rim-type, wall-hung urinals and stall types are usable by almost everyone, including small children. Grab bars should be placed on both sides of toilet stalls, and flush controls should be placed within range and floor space specifications. Roll toilet paper dispensers that turn freely are preferred. The use of full-length mirrors eliminates the need for special mounting heights. "Z-fold" paper towels are easier for people with hand disfunctions than the "C-fold" type, and some disabled persons have trouble using blow dryers.

The increased length of specially designed "handicapped" or "wheelchair" basins has become a source of problems. Because they are so deep, many disabled persons have problems reaching the faucet controls. That's why knee clearance beneath the basins is so important for wheelchair users.

Drinking fountains and accessories. Major manufacturers have developed water cooler models which, when properly installed, will meet access requirements specified by ANSI standards. But some disabled people have conflicting needs in this area. For example, a projecting, wall-hung drinking fountain might serve wheelchair users but prove to be a hazard to blind people; a change in floor hardness might inform a blind person but hamper someone with mobility problems. The solution to such problems depends not on just the proper selection but careful consideration of how that product will be used in the restaurant.

Architect Robert Lynch of Scottsdale, AZ, a barrier-free leader who has designed many restaurants, suggests that restaurateurs invite a disabled person to check out their facilities to see what's needed to provide accessibility. He consistently urges building owners and restaurateurs planning renovations to follow barrier-free guidelines.

Furnishings. The type of tables and chairs used to furnish a restaurant is a key factor in making disabled persons comfortable and able to maneuver. "For example, those little armless ice-cream parlor chairs are extremely difficult for elderly persons to get out of," says Hall-Phillips. Chairs should have sturdy arms, and tables should be high enough for wheelchair users. The new ANSI standards do not address furnishings, so restaurateurs need to monitor products carefully.

Food lines. Few people on crutches can go through food lines. Wheelchair users also have a hard time seeing or reaching for their food. "Some cafeterias place their desserts so high that you can't see whether you're reaching for a cake or a pie," says Hall-Phillips.

The costs involved . . .

Accessibility costs. Depending on what is entailed, making a facility accessible can range from almost no extra cost to "virtually prohibitive costs," according to Robert Scharf Associates, a professional construction consulting firm in Bethesda, MD. In new construction, the cost is usually very low because accessibility can be designed into the job, and the building can be constructed without major deviations from the original designs. For most new projects, additional costs for graphics, accessible toilet facilities, elevators and ramps should not exceed one-half of one percent to five percent of total construction costs. In retrofitting existing buildings, the cost will depend on how easily the facility can be made accessible.

Says Lynch, "It costs little to make a new building accessible the first time. The challenge lies with existing buildings that don't comply with barrier-free codes." For example, a downtown restaurant in an older building that can be reached only via narrow steps will cost more to make accessible than a single-level restaurant facility in, say, a suburban shopping center.

"The costs vary widely in existing buildings; but if you're innovative, accommodating the handicapped need cost no more (than in a new building)," says Mace.

Design challenges for accessibility in both old and new restaurants can be met through the increasing number of products now available. Some industries are more responsive than others; the manufacturers of hardware and toilet accessories, for instance, offer a wider range of accessible products than, say, the manufacturers of railings, according to *Progressive Architecture* (July 1985).

Manufacturers are beginning to realize that an accessible environment is easier on the able-bodied as well as people with disabilities. Many familiar products now comply with handicapped codes: automatic doors; lever handles; flush thresholds; telephone volume controls; glue-down, low-pile carpeting; talking exit signs; rubber flooring; and grab bars—to name a few.

"Some restaurateurs go out of their way to get us in; they put up portable ramps and pull chairs around," says Hall-Phillips. On the other hand, she notes, many make people on crutches stand in line and wait too long for tables. "We're either pampered or ignored."

Hope for improving accessibility for disabled persons lies in the ANSI concepts to facilitate the designs and specifications of accessible buildings. Unfortunately, too many restaurants comply only with minimum requirements for accessibility, which vary from state to state.

In sum . . .

Making your restaurant barrier-free can help almost all of your customers. "Accommodating the handicapped shouldn't be seen as a constraint but as an opportunity," says Hall-Phillips. It offers a challenge for architects to be creative and an opportunity for restaurants to attract more customers. "The issue should not be whether to make your facility accessible but how to create a barrier-free environment at the most reasonable cost." ❑

Fisher's Law #66

The management failure

One of the most frustrating, discouraging and costly events that occurs in organizational life is the failure of a person in a responsible business position to succeed as a manager. There are many reasons why a manager fails to "cut it," but it has been my experience that there are seven generic reasons that lead to inadequate management performance. In many cases, more than one of these elements is evident, and in other cases, the severity of one element is so pronounced that it is impossible for the manager to dig out of the hole which he/she has created.

1. Inadequate human relations skills. Since management, by definition, is getting things done with and through others, the inability to relate with subordinates, peers and/or organizational superiors individually or as a group erodes the human bonds that must be established for people to work together willingly over a period of time. If a manager is non-communicative; excessively authoritarian when circumstances do not call for it; acidic, venomous, patronizing and insensitive in relationships with others, or engages in a variety of other kinds of activities that "turn people off," then that person will not succeed as a manager.

2. Inability or unwillingness to delegate authority. Some unsuccessful managers fail because they sink from the weight of the workload they bring upon themselves. They attempt to do too much rather than delegating authority to someone else. These managers try to absorb detail work rather than assign and oversee it. Thus they become mired in a morass of lower level activities at the sacrifice of the larger managerial overview.

The person who doesn't delegate really doesn't trust other people. I don't mean that the distrust is based on suspicions of dishonesty. Rather, the distrust is based on a lack of confidence that others can do things as well or as fast as the manager can do them. Many managers fall into the trap that "I'd better do it myself because I can do it better and faster than anyone else; and if I do it myself, I know it's done right, and it will save time." That is the "doing" trap that causes many managers to fail. Because they cannot do it all, these managers hurt themselves in the long run, and they do not develop subordinates.

3. Individual shortcomings. When some people ascend to a managerial position, certain character flaws can appear. Most of us have been disappointed in the past when it was determined that a manager had been financially dishonest, distorted the truth, evidenced immature and/or inappropriate behavior, used foul language habitually, was undisciplined with respect to time and attendance or exhibited some other form of misbehavior or irresponsibility. When a manager loses credibility and respect, it is all over.

4. Lack of acceptance or understanding of the views of senior management. To a first level or mid-level manager, some of the decisions made by top management sometimes don't seem to make sense. Consequently, there can be non-objective, prolonged and unprofessional resistance to decisions, programs and positions adopted by top management. It is one thing to disagree professionally within the appropriate confines of the company. It is quite another matter to publicly and constantly disagree, thereby embarrassing everyone.

Top management may be wrong, but they are still at the top. A manager who finds himself/herself at odds in this way will not succeed and grow. There is a golden rule of business: The one who has the gold, rules! (Let me hasten to add that business history shows an abundance of cases where top management was out of touch with the "real world" as known by the mid-level and first-level managers. I am not saying that top management is *always* "right" but most certainly it is *not always* "wrong." What I am addressing in this article is individual management techniques.)

5. Unwillingness to spend time and effort to improve. All people have their own set of strengths and weaknesses. People in management positions are no different. One of the elements that distinguishes successful managers and those on the road to failure is the devotion of time and the sincerity of effort given to enhancing strengths and shoring up weaknesses. Managers who attend but do not hear what is being said in performance evaluations, company meetings, seminars they may attend, etc., are putting in the time (not devoting time) and give only lip service to self-help efforts. Such managers are wedded to stagnation and will "grow old" in the management sense before their time. Self-improvement is just that, self or individual responsibility.

6. Lack of planning and organizational skills. Some people are good planners. Others are good organizers. Some are both. Some are neither. Some people have an innate knack for these skills, others do not. The good news is that these management skills can be learned, and natural talents can be honed. However, adequate planning and organizing functions are fundamental to basic managerial responsibilities. Unless one is reasonably adept at them, one will not be successful as a manager.

7. Inability to adjust to new or changed conditions. The world is dynamic, not static, and change is constant. New opportunities, challenges, markets, products, services, reporting assignments, customer bases, etc., can and do occur with some frequency. The successful manager adapts to changes, seeks to conquer the challenges, and masters situations, staying on top or ahead of them. The unsuccessful manager shrinks from change, resists it and tries to keep or return to previous conditions. Consequently, he/she gets "run over," by-passed or relieved.

There are two points that need to be made with respect to the foregoing, which comprise Fisher's 66th Law.

A. A good professional (personal and/or functional expertise) may not necessarily be a good manager (people, organization and planning expertise)!

B. With respect to your individual management capability, if what ails you fails you, correct it!

Yuppies
They eat out often and have money to spend

This article spotlights a recent analysis of CREST data on restaurant usage. Included are data on Yuppie demographics, their effect on the industry, the meal occasions they prefer and the restaurant segments they like best. The information used in this report is based on 1984 household data.

Young Urban Professionals, commonly referred to as Yuppies, are taking the restaurant industry by storm. This small yet significant segment of the baby boom generation, loves to eat away from home. In fact, it is estimated that $1.00 out of every $12.00 spent at restaurants is generated by this segment, which accounts for only five percent of the population. Convenience and the sheer enjoyment of dining out are of primary importance to this group, while the amount they spend is a relatively minor concern. Additionally, although hamburgers and french fries continue to remain popular with Yuppies, this group also enjoys fine dining, including ethnic foods and American regional cuisines.

Who are Yuppies? . . .

Young Urban Professionals are a small affluent group of baby boomers (those Americans born between 1946 and 1964). Typically, a Yuppie is defined as someone between 25 and 39 years old, who lives in a city, earns $40,000 or more a year and holds a managerial or professional position. However, because only a slight 1.2 million consumers fit into this category, CREST has developed a broader definition. According to CREST, Yuppies

- are household heads between 25 and 39 years of age
- live in households of one to three people
- have total household incomes of $25,000 or more
- reside in Standard Metropolitan Statistical Areas (SMSA's)
- hold professional or managerial positions and
- possess at least a college degree.

This expanded definition encompasses a more substantial four million households and accounts for five percent of the population.

Yuppie households love to dine out . . .

Although they only represent five percent of the population, Young Urban Professionals account for more than six percent of restaurant traffic and eight percent of sales. In fact, CREST purchase behavior data reveal that in an average two-week period Yuppie household restaurant expenditures equal $74.21, 45 percent above the amount for all households—$51.20. In addition, in 1984 a substantial 92 percent of all Yuppie households reported dining out at least once in a two-week period, and they averaged nearly 12 restaurant visits during this time. In comparison, a somewhat smaller 79 percent of all households reported eating away from home during a two-week period in 1984, averaging only 8.6 restaurant visits.

Individuals from Yuppie households are willing to spend more for their restaurant meals, and this, too, is good news for the restaurant industry. The average per person check for a Yuppie household is $4.12 versus a lower $3.34 for other households. One reason for the higher check is that Yuppies are less inclined to take advantage of promotions. They used promotions on only 8.1 percent of their restaurant visits in 1984, while the average household used a deal on nearly 11 percent of restaurant occasions. Additionally, Yuppies recorded a slightly smaller median order size than the average household—2.5 items compared to 2.6. This, together with their above average check amount, suggests they tend to order more expensive items and/or patronize more expensive restaurants.

Lunch is top meal occasion . . .

The meal Yuppies are most likely to eat away from home is lunch. Nearly 40 percent of their restaurant visits are at lunch versus 37.3 percent for the average household. Furthermore, Yuppies account for a significant 6.7 percent of total lunch traffic. Not only is a restaurant mid-day meal convenient, it also provides this group of young professionals with a good opportunity to conduct business. More than 38 percent of Yuppie households report they are at work prior to eating out, while only 26.4 percent of households nationwide are at work prior to their restaurant visit. Additionally, more than half of all Yuppie restaurant visits occur during the week (Monday through Thursday).

Dining out for breakfast is also popular with Yuppies. Almost 13 percent of this group's restaurant visits are for the morning meal compared to a similar 12.4 percent for the average household. In addition, Yuppies represent an important 6.6 percent of total breakfast traffic.

On the other hand, a slightly smaller than average proportion of Yuppies choose to eat dinner in a restaurant. Only 37.2 percent of Yuppie restaurant visits are for dinner while 39.2 percent of the average household restaurant visits occur at the evening meal. In addition, Yuppies account for a smaller share of total dinner traffic (six percent) than they do for the other meal occasions.

When looking at average check size by meal occasion, Yuppies spend considerably more for their meals than the average household. For example, on average, Yuppies pay $6.00 per person for dinner, a third more than the $4.52 spent by the average household. Yuppies spend $3.59 for lunch, but this is still higher than the $3.07 spent by the average household. Breakfast for Young Urban Professionals averages $2.09 per person versus $1.99 for households nationally.

Yuppies favor upscale restaurants . . .

Yuppies enjoy patronizing upscale establishments. An above average proportion of Yuppie restaurant visits, 15.1 percent, take place at this type of restaurant. In comparison, a considerably smaller 9.1 per-

Average check size by meal, occasion and restaurant type

	Quick service		Midscale		Upscale	
	Yuppies	All households	Yuppies	All households	Yuppies	All households
Breakfast	$1.43	$1.39	$2.73	$2.50	$5.01	$ 4.03
Lunch	2.76	2.42	4.17	3.62	6.53	6.31
Dinner	3.61	2.88	6.19	5.24	11.56	10.30
Total meals*	**$2.72**	**$2.33**	**$4.42**	**$3.91**	**$9.29**	**$ 8.43**

*Includes snacks

Source: *"Yuppies' Restaurant Usage Study"*, GDR/CREST Enterprises, 1985.

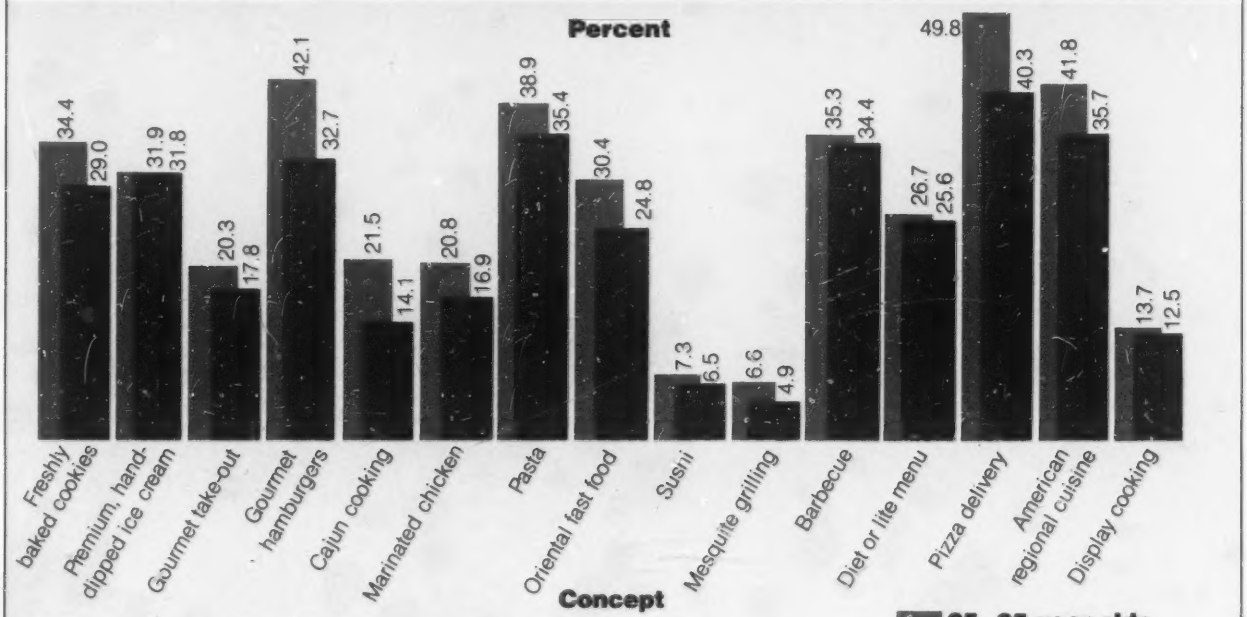
cent of the average household's restaurant visits occur at upscale establishments. Yuppies spend approximately $9.29 per person for their meals at upscale restaurants—11 percent more than the average household.

According to consumer research, Yuppies dine at upscale establishments because they desire unusual dining experiences and well-prepared meals. They look at dining out as a social occasion—a time to get dressed up and spend the evening on the town with friends. A sophisticated atmosphere is important on these occasions. Other important features, according to NRA's study *Consumer Restaurant Behavior: A View Based on Occasion Segmentation*, are a large, varied menu; tantalizing appetizers and desserts and an extensive selection of liquor, beer and wine.

On the other hand, because they lead a fast-paced lifestyle, Yuppies also appreciate the convenience of quick service establishments. Sixty-one percent of Yuppie restaurant visits occur at fast food restaurants, approximating the 62.1 percent national average. However, Young Urban Professionals spend 17 percent more at fast food establishments than does the average household, $2.72 per person versus $2.33 per person.

Midscale restaurants do not attract as many Yuppies. Only one-fourth of their restaurant visits take place at midscale restaurants, compared to a higher 28.8 percent for the average household. However, the

New restaurant concepts patronized:* 25 to 35 year olds vs. all adults



*Percent who have tried concept in first three months of 1985.

Source: *Consumer Preferences for New Restaurant Concepts*, NRA, April 1985.

average per person check for a Yuppie at this type of establishment is $4.42, while the average household spends $3.91.

Hamburger and pizza places among Yuppie favorites . . .

They may have sophisticated tastes, but Yuppies rank hamburger and pizza establishments among their top restaurant choices. More than 18 percent of their restaurant visits occur at hamburger establishments, and 11 percent take place at pizza places. They also spend a large proportion of their money at these establishments—10.6 percent and 11.1 percent, respectively. Convenience is a major force in persuading Yuppies to patronize these types of establishments. Additionally, loyalty to the foods they grew up with is another reason why Yuppies continue to frequent hamburger and pizza restaurants.

However, Yuppies also like to eat at varied menu and specialty restaurants. This is not surprising since Yuppies tend to seek out exotic and upscale foods, no matter what the cost. For this group a diverse selection of menu items as well as a superbly prepared meal are essential for a complete dining experience. Almost 36 percent of their restaurant visits take place at varied menu and specialty establishments, and this accounts for nearly 50 percent of the dollars Yuppies spend on dining out.

In addition, NRA's study *Consumer Preferences for New Restaurant Concepts* reveals that adults 25 to 35 years old (the Yuppie generation), like to try new restaurant concepts more than does the average consumer. For example, four out of 10 individuals in this age group have recently patronized an establishment specializing in gourmet hamburgers versus approximately three in 10 for all adults surveyed. Almost five in 10 adults 25 to 35 years old have tried an establishment featuring pizza delivery compared with four out of 10 of all those surveyed. However, adventurous new concepts such as restaurants featuring gourmet take-out or sushi and sashimi also appeal to the 25 to 35 age group. One-fifth of the adults in this group dined at an establishment offering gourmet take-out versus a smaller 17.8 percent of all respondents, while 7.3 percent of this age group have tried a restaurant specializing in sushi or sashimi, compared to 6.3 percent of all adults. Other new dining concepts that have caught the attention of the 25 to 35 age group include American regional cuisine, premium, hand-dipped ice cream, Oriental fast food and diet or lite menus.

Yuppies are a good market to target . . .

Yuppies enjoy dining out. They do so frequently, and they do not worry about the cost of their meals. The restaurant operator who decides to go after this lucrative consumer group should keep in mind that Yuppies are attracted to establishments with a classy ambiance and a sophisticated menu. In contrast, because of their hectic schedules, Yuppies also appreciate restaurants that provide take-out and delivery service. In addition, restaurateurs marketing to this group should probably not worry about discounts, because Yuppies are not likely to use them. Instead, lunch or dinner specials or featured entertainment promise to be more successful draws for this group.

—Susan Adelman

Wholesale food prices down

*This article takes a look at the outlook for supplies and prices of specific commodities for the remainder of 1985 and previews what to expect in 1986.**

Wholesale food prices have restaurateurs smiling. During the first seven months of the year, the Producer Price Index for all food (PPI) declined 1.4 percent versus the same seven-month period in 1984. This compares with advances of 4.8 percent for all of 1984 and 1.1 percent in 1983. Furthermore, this marks the most dramatic decline in wholesale prices since 1976, when the index plunged 3.8 percent.

NRA's Food Cost Index, which measures food costs for restaurateurs, also dipped between January and July—down 2.3 percent. In comparison, prices climbed 5.0 percent in all of 1984 and 0.7 percent in 1983. Additionally, this represents the largest decline in restaurant food prices in nine years. The index fell 1.5 percent in 1976.

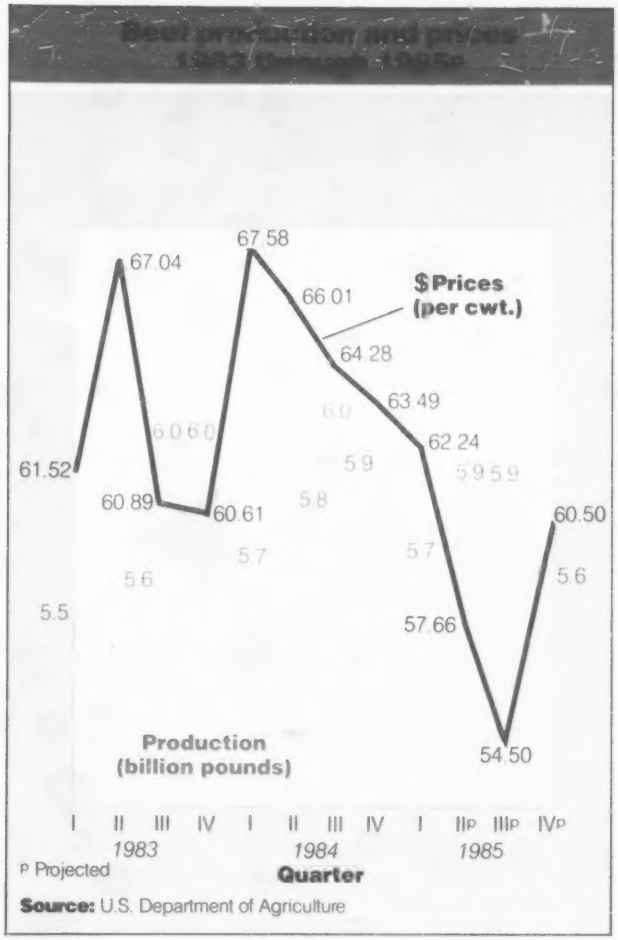
What's behind these considerably lower food prices? Throughout the first seven months of the year prices for beef, veal, eggs and poultry have been running below last year's levels, and this has kept the food cost indices down. Low feed costs, due to plentiful supplies of corn and other feed grains, have contributed to reduced production costs for beef and poultry producers, and these lower production costs have helped to pare down beef and poultry prices at the wholesale level. In addition, increased demand for poultry, reflecting the public concern with health and nutrition issues, has resulted in stepped-up broiler production and lower prices. Also, after last year's outbreak of the avian flu, egg production has rebounded, and prices have fallen to more moderate levels.

Beef output to dip . . .

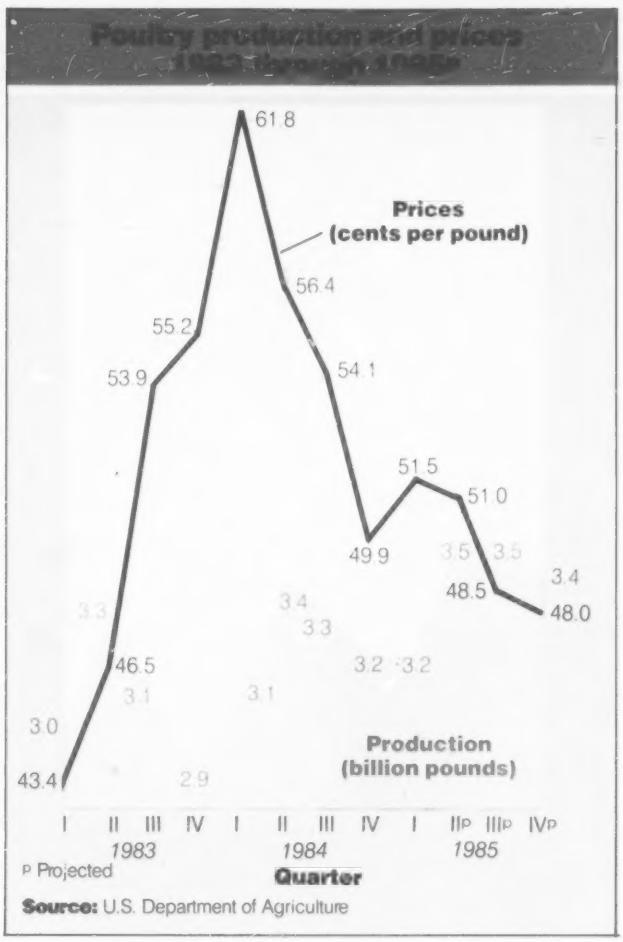
Beef production should fall 2.7 percent between July and December, compared to the same period last year. In spite of record high dress weights and a backlog of cattle in the third quarter, production will only approximate 1984's strong third quarter production of 5.9 billion pounds.

Fourth quarter supplies should be considerably smaller—down 5.1 percent to 5.6 billion pounds from the 5.9 billion pounds recorded in the final quarter of 1984. The reasons are (1) delayed marketings and (2) fewer cattle were placed in feedlots during the second quarter (cattle placed in feedlots between April and June are ready for slaughter

*The information used in this report is the most recent data available in August 1985. Because of the unpredictable nature of the farm industry, however, the outlook for these commodities may change. For updated information contact NRA's research department by writing 311 First St, N.W., Washington, DC 20001 or calling (202) 638-6100.



Source: U.S. Department of Agriculture



Source: U.S. Department of Agriculture

between October and December). For the year, beef supplies should reach 23.2 billion pounds—down 1.1 percent from 1984.

Despite reduced beef production in the second half of 1985, beef prices are expected to decline a significant 10 percent during this period because of low feed and production costs. Between July and September, the price for choice steers at Omaha should average $54.50 per cwt., down a substantial 15.2 percent from the $64.28 posted in the third quarter of 1984. During the last three months of the year, beef prices should average $60.50 per cwt.—down 4.7 percent from $63.49 per cwt. in the same period last year. Overall, beef prices should average $58.72 per cwt. in 1985, a 10.1 percent drop from $65.34 per cwt. in 1984.

Looking ahead to 1986, restaurateurs can expect total beef production to fall between four and six percent overall, according to USDA Economist John Nalivka. More lightweight cattle and lower grain prices will help place cattle in feedlots, but fewer marketings should keep production down. During the first half of the year, production may decline five to six percent, and in the second half of 1986, supplies are projected to drop nine to 11 percent. The price for choice steers at Omaha should strengthen to around $65 per cwt. next year—up about 10.7 percent from 1985.

Pork production up . . .

Due to poor producer returns and financial stress, pork producers are reducing herds and farrowing intentions in order to raise money to pay debts and meet operating expenses. As a result, production in the third quarter should total 3.4 billion pounds—up 1.3 percent from the same period last year. In the last three months of 1985, pork supplies will reach 3.8 billion pounds. However, this is below the 4.0 billion pounds recorded in the fourth quarter of 1984. Total pork production is expected to reach 14.6 billion pounds in 1985 versus 14.7 billion pounds in 1984.

As pork production increases, prices will fall. Also, low corn costs and expanding poultry production (which may influence many consumers to switch away from pork) will put downward pressure on prices. In the third quarter, prices should average $48 per cwt.—down 6.3 percent from $51.21 per cwt. posted between July and September in 1984. Fourth quarter prices will also decline, but at a less rapid pace. Between October and December pork prices will dip 1.4 percent to $47 per cwt. from $47.65 in the fourth quarter of 1984. Over the year, prices will average $46.35 per cwt. compared with $48.86 per cwt. in 1984—a 5.2 percent decline.

In 1986, pork production is forecast to decline through the first half of the year as a result of reduced

Percent change in processed commodity prices

	1977 to 1978	1978 to 1979	1979 to 1980	1980 to 1981	1981 to 1982	1982 to 1983	1983 to 1984	7 mos. 1984 to 7 mos. 1985
Bakery products	7.8%	10.0%	11.7%	8.3%	3.3%	3.2%	4.8%	4.6%
Flour & cereal	13.1	12.4	12.3	−7.0	−5.3	1.1	1.8	1.1
Beef & veal	28.4	24.7	3.2	−5.0	−0.8	−3.3	nc	−8.3
Other meats	16.7	−2.8	−2.7	7.6	16.9	−8.7	−0.4	1.9
Poultry & eggs	8.1	0.7	1.0	2.4	−6.7	3.2	12.0	−15.3
Fish & shellfish	6.4	22.6	−3.2	1.8	11.8	6.3	11.5	1.0
Sugar & sweets	6.6	6.9	35.4	−2.9	−2.6	5.0	2.4	−0.9
Vegetables	6.0	2.0	7.5	22.6	−4.4	1.2	8.4	−7.7
Fruits & juices	17.6	8.7	4.2	4.1	2.9	2.9	6.6	7.1
Beverages	−8.6	0.8	0.8	−2.3	4.5	1.3	5.2	3.1
Dairy products	8.6	12.1	12.1	6.4	1.3	0.6	3.6	1.0
Fats & oils	6.1	6.4	6.4	2.1	−1.4	8.8	4.8	0.5
NRA Food Cost Index	**11.2%**	**12.2%**	**5.0%**	**3.0%**	**2.5%**	**0.7%**	**5.0%**	**−2.3%**
All Food, Producer Price Index[1]	**10.5%**	**9.5%**	**8.0%**	**3.1%**	**1.1%**	**1.1%**	**4.8%**	**−1.4%**

[1]Includes all processed foods (except soft drinks, alcoholic beverages and animal feeds) plus eggs and fresh and dried fruits and vegetables.

Sources: *Producer Price Index*, Bureau of Labor Statistics; NRA.

herds. First-quarter production is expected to fall between two and four percent, and second-quarter supplies may be down four to six percent. As the second half of the year approaches, production should edge up somewhat, remaining stable in the third quarter and then rising two to three percent in the fourth period. For the year, pork production should reach 14.4 billion pounds, down 1.4 percent from 14.6 billion pounds in 1985.

Demand increases broiler output . . .

Thanks to increasing demand for poultry products and low production costs, broiler supplies should increase six percent during the last six months of the year, compared with the same period in 1984. During the third-quarter, production is expected to total 3.5 billion pounds—well above the 3.3 billion pounds posted in the third quarter in 1984. Fourth-quarter supplies are projected to advance 6.3 percent to 3.4 billion pounds from 3.2 billion pounds in the final quarter of 1984. For the year, production should climb 5.4 percent to 13.7 billion pounds. Last year's production was 13.0 billion pounds.

Broiler prices, as a result of stepped up production and low feed costs, should fall 7.2 percent between July and December versus the same period last year. Third-quarter prices will range between 47 and 50 cents a pound, approximately 10.2 percent below 1984's third-quarter level of 54 cents a pound. From October to December, broiler prices are expected to average 48 cents a pound, down four percent from 50 cents a pound in the fourth quarter of 1984. On a yearly basis, broiler prices are projected to average 50 cents a pound—a 10.7 percent decline from 56 cents a pound in 1984.

In 1986, broiler supplies should continue to increase, up 5.1 percent to 14.4 billion pounds from 13.7 billion pounds in 1985. In addition, prices will range from 47 to 53 cents a pound, compared with an average of 50 cents a pound this year.

Egg production drops . . .

Egg production has recovered from last year's outbreak of the avian flu. In fact, producers are now selling their older, less productive hens in order to reduce supplies. Additionally, there are fewer replacement pullets than last year, so production is expected to dip 1.2 percent in the second half of the year. Third-quarter production is forecast to total 1.4 billion dozen, down 1.2 percent from one year earlier. Egg supplies should advance by another 1.4 billion dozen between October and December, somewhat below the 1.5 billion dozen eggs produced in the fourth quarter last year. Overall production is expected to be 5.7 billion dozen in 1985, even with the prior year.

Even though egg supplies will be reduced in the second half of the year, prices are expected to decline, largely because of low production costs. Prices in the third quarter will average 64 cents a dozen, down 8.6 percent from 70 cents a dozen in the third quarter of last year. Fourth-quarter egg prices are expected to decline at a slower 1.9 percent rate, to average 68 cents a dozen. Over the year, egg prices should tumble a substantial 22.2 percent to 63 cents a dozen from 81 cents a dozen in 1984.

In 1986, egg production will continue to slip, according to USDA Economist Alan Baker. Supplies should dip to 5.6 billion dozen, down 1.8 percent from 1985's expected production of 5.7 billion dozen. As a result of the lower production, egg prices will rise next year and range from 67 to 73 cents a dozen. This is somewhat stronger than the average 63 cents a dozen projected for 1985.

Dairy prices fall . . .

Now that the Dairy Diversion Program has ended, milk producers have begun to step up production. Farmers continue to add cows to their herds and output per cow has improved. In the third quarter, milk supplies should hit 35.7 billion pounds, up 6.6 percent from 33.5 billion pounds in the same quarter last year. Between October and December, production should also rise, advancing 6.5 percent to 34.5 billion pounds, from 32.4 billion pounds in the fourth quarter of 1984. Over the twelve months ending in December, milk supplies are expected to advance 4.1 percent—from 135.4 billion pounds in 1984 to 141 billion pounds.

As milk production continues to increase, prices will fall. Additionally, dairy price supports have been reduced, which will also put downward pressure on milk prices. During the third quarter, milk prices should drop 7.6 percent versus the same period last year. They should average $12.20 per cwt. In the fourth quarter, milk prices will fall an even greater 10.1 percent to $12.70 per cwt. from $14.13 per cwt. in the last quarter of 1984. Overall, dairy prices will average $12.77 per cwt. in 1986, down 4.8 percent from $13.42 per cwt. in 1985.

So far all indicators suggest that milk production will continue to expand in 1986. Supplies should increase two to three percent as producers add to their herds. Also, low feed prices will have a positive effect on milk supplies. In the first three months of 1986, supplies should reach 35.4 billion pounds, an advance of 5.3 percent from the first quarter of 1985. Prices during this quarter are expected to average $12.65 per cwt, down 7.5 percent from $13.67. –*Susan Adelman*

Breakfast wakes up sales

This article highlights aspects of the booming breakfast market.

Breakfast is waking up sales in the restaurant industry. The morning meal is growing faster than the restaurant industry overall and is also outshining both lunch and dinner performance. According to CREST's *Family Report*, breakfast traffic increased a whopping 45.7 percent between 1978 and 1984, compared with a lower 6.3 percent advance in total restaurant traffic. In addition, for that six-year period, traffic gains during breakfast were more than double the 14.8 percent traffic increase recorded for dinner and were substantially higher than the 2.5 percent traffic increase for lunch.

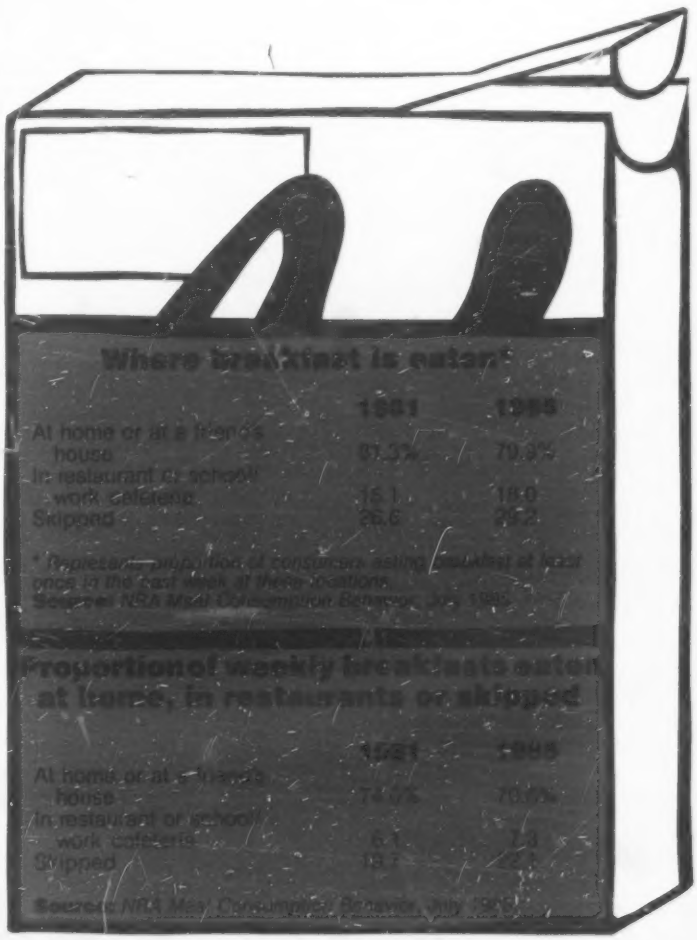
Breakfast is also commanding a greater proportion of total industry traffic. In 1978, 6.4 percent of overall industry traffic occurred at breakfast. By 1984, this proportion had advanced to 8.7 percent. In addition, more consumers are eating out for breakfast. The number of families eating the morning meal away from home has increased 34.0 percent since 1978. And they are also eating breakfast out more often. The average number of times families ate breakfast away from home increased 44.0 percent between 1978 and 1984.

Furthermore, breakfast sales are increasing at a faster rate than overall industry sales as well as sales for both lunch and dinner. Between 1978 and 1984, breakfast sales jumped 105.0 percent while total restaurant sales increased a lower 62.0 percent. Lunch and dinner sales lagged behind breakfast gains, increasing 59.0 percent and 67.3 percent, respectively. Because of such large breakfast sales advances, the proportion of total industry sales captured by the breakfast period has also risen, from 4.8 percent in 1978 to 6.1 percent in 1984.

How often do consumers eat breakfast out? . . .

Eighteen percent of consumers surveyed in NRA's 1985 *Meal Consumption Behavior* study reported eating breakfast out at least once during the one-week survey period. This proportion is up from 1981 when a lower 15.1 percent of those surveyed stated they ate breakfast away from home at least once in seven days.

Statistics from the *Meal Consumption Behavior* study reveal that breakfast away from home is gaining most of its market share from those who would have eaten the morning meal at home. Nonetheless, consumers continue to eat breakfast at home or at a friend's house more often than they do in restaurants.



but the proportion fell from 81.3 percent in 1981 to 79.9 percent in 1985.

Despite nutritionists' advice to the contrary, consumers tend to skip the morning meal more often than either lunch or dinner. In 1985, nearly one-third (29.2 percent) of those surveyed reported skipping breakfast at least once during the past week. This is up from 1981's 26.6 percent. A lower 17.5 percent skipped lunch at least once, and less than one out of 10 consumers stated that they skipped dinner at least once in the seven days prior to the survey. These skipped breakfasts represent a possible target market for the breakfast business.

Who eats breakfast out? . . .

According to NRA's *Meal Consumption Behavior*, approximately two out of 10 (18.0 percent) consumers surveyed ate breakfast that was prepared in a restaurant or school/work cafeteria.

However, certain consumer groups are more likely to go out for breakfast than others. For example, men tend to eat breakfast out more frequently than do women. Twenty-one percent of the men surveyed reported eating breakfast out at least once in the week prior to the 1985 survey, compared with a lower 15.9 percent of women.

Working women also represent frequent away-from-home breakfast patrons. Two out of 10 women who work either full-time or part-time reported eating the morning meal away from home at least once during the seven-day survey period. In comparison, a lower 13.7 percent of non-working women ate breakfast away from home at least once.

Working women are frequent breakfast skippers, too. One-third of the working women surveyed reported skipping breakfast at least once, compared with a lower two out of 10 non-employed women.

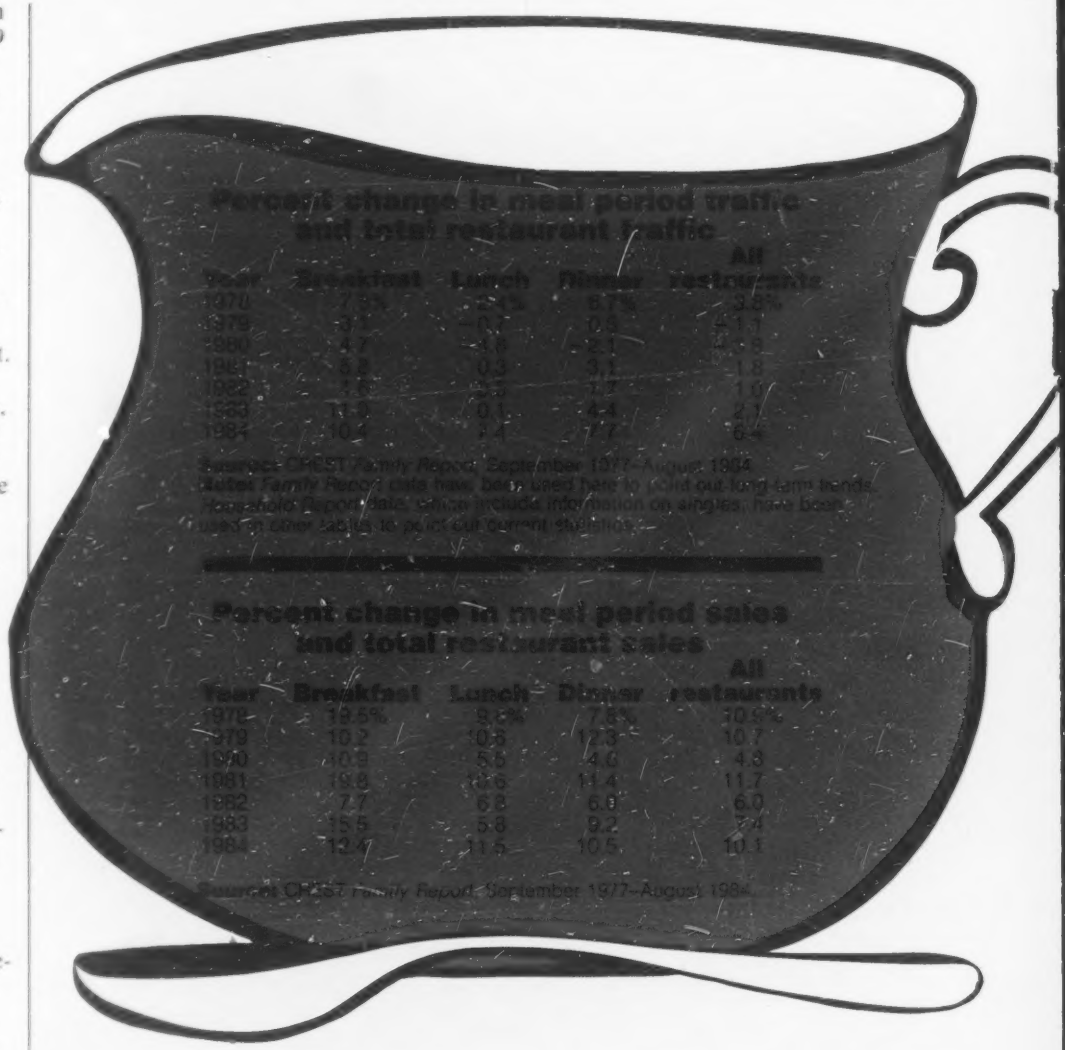
Adults between the ages of 25 and 44 eat breakfast away from home more frequently than do other age groups. Approximately one in four of those individuals surveyed reported eating breakfast out at least once in the week prior to the survey. On the other hand, senior citizens eat breakfast away from home less often. Less than one in 10 individuals 65 years old and over reported eating breakfast away from home at least once during the seven-day survey period.

Consumers from upper income households frequently eat breakfast out—more so than do individuals from households with lower incomes. Two out of 10 consumers (21 percent) from households with annual incomes in excess of $35,000 reported eating breakfast out at least once in the survey period, compared with a lower 13.5 percent of individuals from households with incomes under $10,000.

Singles are an important target market for breakfast away-from-home business not only because they eat breakfast out more often than do other household groups but also because they skip breakfast more often. In 1985, one out of four singles reported consuming breakfast in restaurants or school/work cafeterias at least once during the seven-day survey period, and more than one-third (36.4 percent) skipped the morning meal at least once.

Where do consumers eat breakfast? . . .

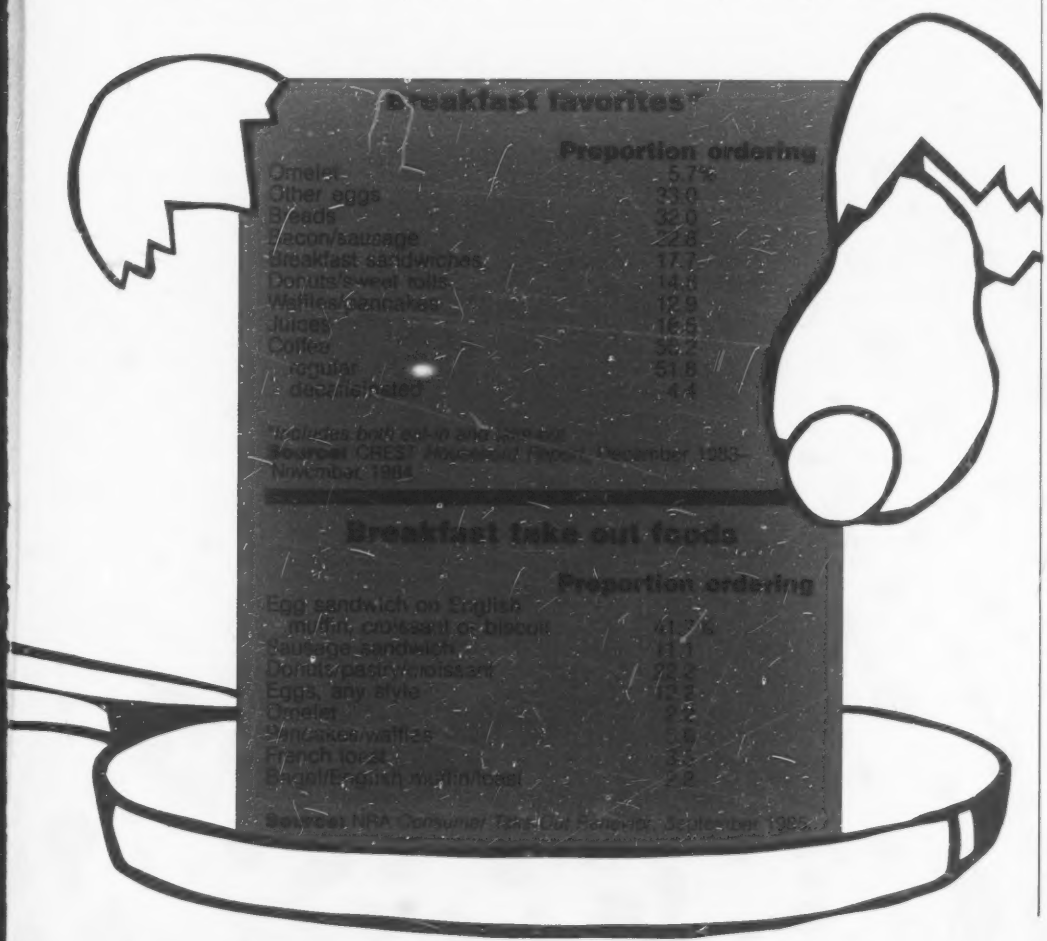
According to CREST's 1984 *Household Report*, more people eat breakfast


Percent change in meal period traffic and total restaurant traffic
Year Breakfast Lunch Dinner All restaurants
1978 7.5% 5.4% 6.7% 3.8%
1979 3.1 0.6 0.3 1.7
1980 4.7 4.8 2.1 2.8
1981 5.8 0.3 3.1 1.8
1982 1.5 3.3 3.7 1.6
1983 1.3 0.1 4.4 2.1
1984 10.4 2.4 1.7 6.4
Source: CREST Family Report, September 1977–August 1984
Market Facts Report data have been used here to point out long-term trends. Household Report data, which includes information on singles, have been used in other tables to point out current situations.
Percent change in meal period sales and total restaurant sales
Year Breakfast Lunch Dinner All restaurants
1978 19.5% 9.4% 7.8% 10.9%
1979 10.2 10.6 12.3 10.7
1980 4.9 5.5 4.6 4.8
1981 19.8 10.6 11.4 11.7
1982 7.7 6.8 6.9 6.0
1983 15.5 5.8 9.2 7.4
1984 12.4 11.5 10.5 10.1
Source: CREST Family Report, September 1977–August 1984

at quick-service restaurants than at midscale or upscale establishments. In fact, quick-service places have been increasing their share of the breakfast market during the past few years as more and more fast feeders offer breakfast. Quick-service restaurants, which include fast food places, captured almost half (48.5 percent) of overall industry breakfast traffic in 1984 and one-third (33.7 percent) of total breakfast sales. In 1982, their share of breakfast traffic was a lower 46.6 percent, and they accounted for 31.0 percent of morning meal sales. Recent rises in traffic and sales, especially the 12.0 percent gain in customer counts and the 17.1 percent increase in sales in 1984, have helped these fast service restaurants obtain more of the breakfast market.

Over half the quick-service breakfast business occurred at hamburger restaurants. Breakfast sales at hamburger restaurants captured a whopping 59.0 percent of total quick-service restaurant breakfast sales in 1984 and represented 55.0 percent of total quick-service breakfast traffic. The popularity of the breakfast sandwich as well as the growing number of hamburger fast food restaurants serving breakfast are two factors behind this sector's growth.

Midscale restaurants also represent a large proportion of the foodservice industry breakfast business although their share is declining slightly. Breakfast traffic at midscale restaurants represented approximately 45.0 percent of overall industry breakfast traffic last year. In addition, midscale restau-



Breakfast highlights

Why breakfast is hot

Here are a few factors pointing to the increasing popularity of the breakfast meal:

- Breakfast is outpacing total industry growth as well as growth for lunch and dinner meal periods.
- More people are eating breakfast out than ever before. This includes singles and working women, two groups which are expected to expand in the future.
- Quick-service restaurants are capitalizing on the need for fast, convenient breakfasts. This is evident in the growing popularity of breakfast sandwiches.
- Midscale restaurants are very appealing to families and the weekend breakfast patron.
- Upscale restaurants are popular choices for business breakfasts and weekend brunches.
- Singles and working women are prime target markets for the breakfast business. These groups not only eat breakfast out more often, but they also skip breakfast more frequently than other groups.
- Take-out breakfast is a popular alternative for consumers who do not have the time to prepare breakfast at home.

rant breakfast sales accounted for over half (54.8 percent) of total restaurant breakfast sales in 1984. In comparison, the respective shares of traffic and sales in 1982 were 47.4 percent and 57.4 percent. In 1984 this segment posted breakfast sales and traffic gains of 10.1 percent and 7.0 percent, respectively.

In 1984, family-style restaurants commanded a large share of the midscale restaurant segment's breakfast business: 13 percent of overall breakfast traffic and almost one-third of total breakfast sales.

The upscale segment captured a smaller slice of the total industry breakfast market. This segment made an especially strong showing in 1984. Breakfast traffic increased 15.0 percent over 1983 levels and accounted for 6.4 percent of overall industry breakfast occasions. In addition, upscale breakfast sales jumped 21.5 percent in 1984, bringing its share of total restaurant breakfast sales to 11.7 percent. In 1982, upscale breakfast traffic and sales were a slightly smaller 6.2 percent and 11.5 percent, respectively.

A large proportion of the upscale segment breakfast business occurs in hotel restaurants. Upscale hotel breakfast traffic represented almost 25.0 percent of all upscale breakfast occasions in 1984. And upscale hotel dining rooms accounted for more than half (57.5 percent) of total breakfast sales at all upscale establishments. Business travelers and breakfast business meetings helped boost sales in this segment.

Regional breakfast favorites

Region	Breakfast favorites
New England	Donuts/sweet rolls Cold cereals Juices French toast
Mid-Atlantic	French toast Omelet Juices
East North Central	French toast Bacon/sausage Cold cereals
West North Central	Pancakes/waffles Donuts/sweet rolls
South Atlantic	Breakfast sandwiches Breads Juices
East South Central	Breakfast sandwiches Breads Bacon/sausage
West South Central	Cold cereals Breads
Mountain	Pancakes/waffles Omelet Other eggs French toast
Pacific	Omelet Cold cereals Donuts/sweet rolls

Source: CREST, *NPD Research* 1985.

Breakfast to go . . .

More restaurant breakfasts are eaten inside the establishment than are purchased for take out. According to CREST's 1984 *Household Report*, seven out of 10 breakfasts were eaten inside the restaurant, compared with a lower one out of four breakfasts which were eaten either at work, in the car or at home.

However, a fair number of consumers enjoy the convenience of a take out breakfast. A recent NRA take-out survey revealed that two out of 10 consumers purchased take out food for breakfast at least once a month. Of those consumers surveyed who had purchased a recent breakfast for take out, four out of 10 cited lack of time and convenience as the major reason for purchasing breakfast-to-go.

When questioned what they would have done if breakfast take-out were not available, six out of 10 consumers surveyed in NRA's take-out study replied they would have either eaten breakfast at home or would have skipped the morning meal entirely. This suggests that more consumers perceive take-out breakfast as an alternative to eating at home, and a smaller proportion regard it as an alternative to eating at the restaurant.

The most popular breakfast foods . . .

Eggs take the lead in breakfast foods. According to the CREST *Household Report*, in 1984 almost five out of 10 consumers ordered eggs or omelets for breakfast. Breakfast sandwiches, many of which contain eggs, are also big sellers—nearly two out of 10 (18.0 percent) people ordered this item for breakfast. Donuts and sweet rolls were ordered by 15.0 percent of all breakfast patrons, and waffles and pancakes represented 13.0 percent of all breakfast items eaten by consumers in 1984.

However, consumer preferences for particular breakfast items vary by region of the country. For example, Midwesterners prefer French toast, pancakes and waffles for breakfast. People in the South like to start their day with a breakfast sandwich and bacon or sausage. Easterners like donuts and sweet rolls as well as omelets for their morning eye-opener. Consumers on the West Coast also prefer omelets but lean toward cold cereal as well.

Three out of four take-out patrons reported ordering some type of breakfast sandwich or pastry to go.

Juice and coffee are popular breakfast beverages. One out of two consumers drinks coffee, regular or decaffeinated, and two out of 10 drink fruit juices.

Popular days for breakfast . . .

More consumers eat breakfast out on the weekend than during the week. Almost half (46.6 percent) of total restaurant breakfasts are eaten on the weekend, according to CREST's 1984 *Household Report*.

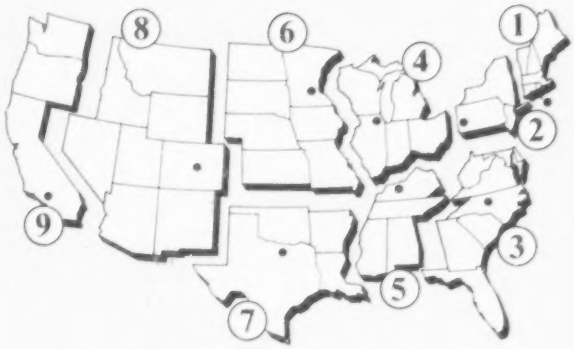
Consumers are less likely to eat breakfast away from home during the week because they may feel they do not have enough time to do so. On average, each day of the work week (Monday through Friday) captures 11.0 percent of total industry breakfast traffic and represents 10.0 percent of overall restaurant breakfast sales. By offering quick, convenient breakfast choices, restaurateurs can capture more of this potential market.

—Sallie Adams

How's business?

by Cecelia Niepold

Restaurateurs add drama to their establishments in many ways. Some, such as dinner theaters and museum restaurants, are directly involved with the arts. Others reflect their artistic proclivities in their atmosphere and promotional activities.



1 NEW ENGLAND

Location: Greenwich, CT
NRA member: Joseph Keating
Operation: Showboat Inn
Profile: Hotel and restaurant operation
In business: 22 years
Seats: 300
Meals served: Breakfast, lunch, dinner

"Although it is generally slow after Labor Day, business is pretty good," says **Ida Brady,** assistant at the Showboat Inn. The complex, the only hotel/ restaurant operation in town, is located on the harbor in Greenwich.

The inn offers customers a dining potpourri: the main dining room, which features a New Orleans atmosphere and seafood specialties; an authentic paddleboat; and a yacht, once owned by U.S. President John Kennedy. *The President*, as the yacht is called, is frequently chartered for meetings or private parties.

Customers can also charter a double-deck bus. The restaurant often rents the bus to groups going to the theater or sporting events.

2 MIDDLE ATLANTIC

Location: Pittsburgh, PA
NRA member: L.D. Brady
Operation: Lawrence's Restaurant
Profile: Fullservice restaurant
In business: 5 years
Seats: 90
Meals served: Lunch, dinner

"Business has been fair, but we're holding our own," says **L. D. Brady,** owner of Lawrence's Restaurant, Pittsburgh is experiencing a restaurant boom, and competition has increased significantly.

Located in the heart of the downtown district, Lawrence's is directly across from Heinz Hall, Pittsburgh's premier theater. The restaurant caters to the theater crowd, offering three seatings each night— pretheater, leisurely (for nontheater attendees) and aftertheater. The first two seatings feature elegant seven-course dinners, while the late night menu offers appetizers and light fare. Graceful touches, such as elegant crystal and china and waiters in tuxedos and red bow ties, add to the comfortably formal atmosphere.

Designed to echo the theater's ambiance, the decor includes similar brass chandeliers, large mirrors and rich red and brown accents.

Lawrence's newsletter also reflects the restaurant's close association with the theater and includes a calendar of upcoming events at Heinz Hall. The newsletter spotlights Lawrence's special services such as catering, tabletop telephone service (for business meetings) and its nutritional menu (awarded the American Heart Association's stamp of approval) which features entrees with low calories, sodium and cholesterol.

3 SOUTH ATLANTIC

Location: Greensboro, NC
NRA member: Tom Hennis
Operation: Barn Dinner Theatre
In business: 23 years
Seats: 300
Meals served: Dinner

"Business has been slow," says **Phil Bray,** marketing director at the Barn Dinner Theater. Bray attributes some of the slowdown to summer vacations and an increase in home entertainment such as VCRs.

The operation, one of the oldest dinner theaters in the country, features Broadway and Off-Broadway shows. The buffet menu changes with each show and is designed to reflect each production's theme or ambiance. For instance, during "Oklahoma" the menu included barbecued ribs, coleslaw and hearty rolls.

Built to look like a barn, the theater has a comfortable country atmosphere. The stage is in the center of the establishment. It descends from the ceiling for dramatic entrances and exits.

4 EAST NORTH CENTRAL

Location: Chicago, IL
NRA member: Saul Lule
Operation: Theatre Cafe
Profile: Fullservice restaurant
In business: 9 years
Seats: 92
Meals served: Breakfast, lunch, dinner

"Business is down about 30 percent from last year," says **Saul Lule,** manager of the Theatre Cafe. Located in Chicago's Water Tower

shopping complex next to a movie theater, the restaurant caters primarily to movie patrons and shoppers. Lule is not sure why business is slow but attributes some of the downturn to below average movie business traffic.

The restaurant specializes in sandwiches and desserts—well-suited for movie patrons or shoppers on-the-go. The atmosphere is relaxed with comfortable booths and natural woodwork. Lule is particularly proud of his smoking and non-smoking sections and has received many positive comments about this courtesy arrangement.

5 EAST SOUTH CENTRAL

Location: Louisville, KY
NRA member: Luckett Davidson
Operation: Twenty Four Carrots Corporation
Profile: Three fullservice restaurants
In business: 9 years
Seats: average, 90
Meals served: Lunch, dinner

According to co-owner **Luckett Davidson,** business is going well for the Twenty Four Carrots Corporation, which owns three restaurants in Louisville—two in museums and one in a theater.

Each establishment has its own special personality, reflecting its individual location. Cafe Musee, located in the J.B. Speed Art Museum, looks out on a sculpture garden and features artwork by regional artists. Showings change regularly, and the menu often reflects the different exhibits. The restaurant also caters special events. It recently designed an Elizabethan menu to complement an Elizabethan fair on the museum's lawn.

The second museum eatery, The Stallion Stakes, is housed in the Kentucky Derby Museum. Due to a large tourist clientele, the menu features "a taste of Kentucky," including regional favorites, such as mint juleps and Kentucky country ham.

Downstairs at Actor's is located in Louisville's Actor's Theater. The restaurant caters to theater-goers and offers just one seating each night. The menu changes with each production, and the artwork is rotated periodically.

6 WEST NORTH CENTRAL

Location: Minneapolis, MN
NRA member: Stan Hall
Operation: Emporium of Jazz/Mariner
Profile: Restaurant with jazz entertainment
In business: 13 years
Seats: 260
Meals served: Lunch, dinner

"Business is pretty good—not super—but it seems to be improving," says **Stan Hall,** co-owner of the Emporium of Jazz/Mariner. The local economy seems to be picking up as well.

Hall entered the restaurant business as an outgrowth of his first career—The Hall Brothers Jazz Band. He and his seven-member group have been playing traditional jazz for more than 25 years. Today the band plays in the restaurant every weekend.

The live jazz, complemented by a Cajun creole menu, gives the establishment a lively New Orleans atmosphere. Large pictures of jazz musicians add to the ambiance.

7 WEST SOUTH CENTRAL

Location: Dallas, TX
NRA member: Rick Henderson
Operation: Strictly Tabu
Profile: Restaurant and jazz club
In business: 38 years
Seats: 300
Meals served: Dinner

"Sales are up from last year," says **Jim Mann,** assistant manager at Strictly Tabu. A rising number of jazz clubs is boosting competition, but it is also increasing the concept's acceptance.

Serving a full Italian menu, the establishment also offers a broad range of jazz-oriented entertainment. Many diners come in for dinner and stay for the show. "We're half food, half music," says Mann.

The decor reflects an early art deco influence, featuring large murals that range from jazz players to groups of flamingos. The atmosphere is comfortably intimate, enhanced by the close seating arrangement.

8 MOUNTAIN

Location: Englewood, CO
NRA member: Sam Newton
Operation: Country Dinner Playhouse
Profile: Dinner theater
In business: 15 years
Seats: 481
Meals served: Dinner

"Business has been pretty good, probably about the same as last year," says **David Lovinggood,** manager of the Country Dinner Playhouse. Located outside of Denver, the theater features a "country Victorian" atmosphere with turn-of-the-century accents.

The theater offers an extensive buffet including three main dishes, fresh vegetables, salads and several desserts. The menu highlights seasonal items and changes with each new production.

The theater has developed an innovative apprentice program for rising young stars. Hired through auditions, the Barnstormers work as cocktail staff and also perform 15-minute revues before every show. Sometimes the apprentices win small roles in productions and serve patrons in costume.

9 PACIFIC

Location: Beverly Hill, CA
NRA members: Horatio Lonsdale-Hands and Arthur von Wiesenberger
Operation: Nippers
Profile: Two fullservice restaurants
In business: 3 ½ years
Seats: 100 and 200
Meals served: Dinner

"Business is up 65 percent from last year, and we often have lines of people waiting outside," says **Horatio Lonsdale-Hands,** co-owner of Nippers. With two locations currently open, the partners plan to open 10 more establishments across the country and in Europe.

The partners attribute their success to a unique ambiance and an unusual menu. The sleek, modern European decor showcases artwork and sculpture, which change periodically. Live disco adds a festive flavor.

The menu gives the restaurant a sophisticated, offbeat flair. More than 100 kinds of champagne (five by the glass), caviar, foie gras and rich desserts are offered.

FOOD FOR THOUGHT

Lights! Camera! Indigestion!

The next time you see the characters on *Dynasty* or *Dallas* sitting down to tables piled with exotic foods, don't envy them. The caviar Alexis is about to sample is probably liver or chopped olives. The orange sherbet that Sue Ellen is spoon-feeding to John Ross might actually be pureed carrots. And that luscious ice cream sundae that Blake and Krystle are sharing could well be mashed potatoes topped with shaving cream.

For television producers, food served on camera is a logistical nightmare. "You're working with hot plates and toaster ovens," complains one. "You don't have the facilities to cook, particularly on location."

The constant hot lights of the studio and the need for many re-takes with the same food item are other problems. So producers are forced to make do with ingredients that will look good under adverse conditions—no matter how they taste.

—American Way Magazine

It doesn't only happen in the movies

For the past year Dave Fitzgerald, a waiter at The American Cafe in Washington, DC, has been decorating the restaurant's menu chalkboard with elaborate, colorful chalk drawings. A few months ago movie producer John Simmons came into the restaurant to dine, spotted Fitzgerald's drawings and hired the struggling artist on the spot to illustrate the poster for his next production, *Andersonville*, to be directed by Stanley Kramer (*The Caine Mutiny, Guess Who's Coming to Dinner*).

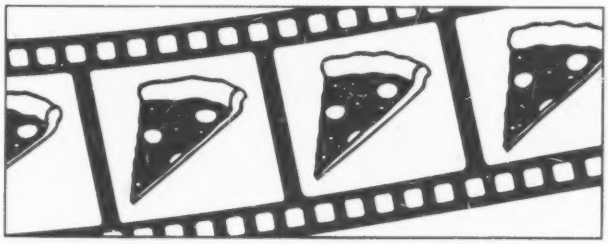
"It's been good," the artist said of the recognition and praise he has received for his menu illustrations. "I've gotten a couple of additional jobs out of this."

—City Paper

Mood music spurs sales

According to a recent Gallup survey, 73 percent of restaurant customers say audible music has an effect on their dining-out experience, primarily in setting a mood. Forty percent say foreground music (as opposed to barely audible background music) has some effect on their decision to dine at a particular place, while three percent say music makes it easier to spend money at a restaurant.

—American Express



Pizza and movies to go

At Entertainment to Go, a pizza restaurant in Detroit, MI, pizza with all the extras means more than just anchovies, sausage, pepperoni and extra cheese. It means a movie on videocassette as well—and a video recorder, too, if customers don't have one of their own.

David Kolodziej, owner of Entertainment to Go, began offering movie and recorder rentals with his take-out/delivery pizza service because, he says, "Pizza is a form of entertainment. Pizza plus movies are the perfect combination." The most popular pizza he sells? Deep dish cheese. The most popular movies? *Smokey and the Bandit, Porky's* and *The Jerk*.

—USA Today

Fit for a king

What kind of food should be prepared when a king is coming to dinner—not to mention 600 of his friends and associates?

The J.W. Marriott Hotel, located in Washington, DC, faced this challenge when King Fahd of Saudi Arabia selected the hotel as the site of his official state dinner during a recent visit to the United States. In preparation for the event, the hotel's reception area was decorated with palm trees and fountains, creating a mini-oasis. A 3,800-pound ice sculpture in the shape of a ship stood in the center, with a gold and green flag—official Saudi colors—attached to the sail.

And the food? The hotel's cooking staff prepared 62 pounds of beluga caviar, sauteed veal with morel sauce, hand-carved imported vegetables (two staff people spent 22 hours carving tomatoes to create a rose effect), potatoes bearnaise and strawberry mousse topped with the Saudi emblem made of marzipan. Saudi delicacies were available as well.

By all reports, the King and his guests were delighted with the feast.

—The Billett Group

We know all about your customers...

NRA's Research Department is constantly surveying and studying restaurant customers—analyzing who eats what, where, when and why. Through these studies, NRA knows all about your customers and would like to pass the information along to you.

NRA publications serve as excellent reference sources whether you are developing a new marketing plan, analyzing a new location or trying to solve lagging traffic problems.

Consumer Restaurant Behavior: A View Based on Occasion Segmentation
This report studies where restaurant customers eat out for different occasions--a family meal, lunch with a client, a celebration, dinner with friends. It provides insight into the reasons patrons visit particular restaurants and what restaurant characteristics are associated with these visits. Specific restaurant characteristics and average check sizes for each of these occasions are identified. You will find out how demographic groups differ in their decision of where to eat out.
CS982, 74 pgs., soft-cover book, 1984, $25 NRA members, $50 non-members

Consumer Preferences for Ethnic Food in Restaurants
This NRA consumer research study explores the popularity of various ethnic foods, the frequency of ordering such foods in restaurants and the likelihood of ordering the food again. Seventeen ethnic food groups are included, ranging from Italian, Mexican and Japanese to British, Russian and Middle Eastern.
CS980, 86 pgs., soft-cover book, 1984, $15 NRA members, $30 non-members

Consumer Expectations with Regard to Dining Out
Available for Fast Food Restaurants, Family Restaurants and Atmosphere Restaurants
All three of these reports share insight into restaurant patrons in a specific segment of the foodservice industry. Find out what customers expect in terms of food, service and atmosphere. The exhaustive data are based on an NRA survey and include demographic charts and tables.
Fast Food Report, CS925, 120 pgs., soft-coverbook, 1983, $15 NRA members, $30 non-members
Family Restaurant Report, CS926, 120 pgs., soft-cover book, 1983, $15 NRA members, $30 non-members
Atmosphere Restaurant Report, CS927, 118 pgs., soft-cover book, 1983, $15 NRA members, $30 non-members

Meal Consumption Behavior
In this compilation of more than 40 demographic tables, you can examine the eating patterns of individuals—where they eat breakfast, lunch and dinner and when they skip meals, etc. Tables are broken down by age, sex, income and household size as well as other factors.
CS100, 60 pgs., soft-cover book, 1985, $12.50 NRA members, $25 non-members

Consumer Preferences for New Restaurant Concepts
Find out who is trying new restaurant concepts. Survey results examine customers' responses by age, sex, income, household size, education, marital status and region of the country. You will be able to find out what new restaurant concept is popular among which group of customers. The 15 new restaurant concepts explored include pizza delivery, gourmet burgers, barbecue, Oriental fast food, sushi and mesquite.
CS800, 130 pgs., soft-cover book, 1985, $10 NRA members, $20 non-members

To order publication(s):
Include payment for each publication. Be sure to include tax and handling indicated below.

***Tax**—Washington, DC residents must add 6% sales tax; Illinois residents must add 7% tax; Chicago, IL residents must add an additional 1% making their total 8%.*

***Shipping and handling**—Please include $2.00 for orders under $20 or 10% for orders over $20.*

You may charge orders by including charge card type (VISA, Diners, etc.), name on card, number on card, expiration and signature.

***Call NRA** at 800/424-5156 or 202/638-6100 **for charge card orders**. Send orders to: National Restaurant Association, 311 First St., N.W., Washington, DC 20001*

shouldn't you?